HISTORY OF THE AIR FORCE INTELLIGENCE SERVICE

1 JANUARY - 31 DECEMBER 1984

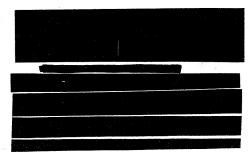


FORT BELVOIR, VIRGINIA 22060

VOLUME I - NARRATIVE AND APPENDICES



SECURITY NOTICE PAGE



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HISTORY

OF THE

AIR FORCE INTELLIGENCE SERVICE 1 January - 31 December 1984

Volume I: Narrative and Appendices

by

DIANE T. PUTNEY Chief, Historical Research Office

Editorial Assistance

KATHY M. WARD

Reviewed by:

Sedangha (Simell

SCHUYLER BISSELL, Major General, USAF Commander THIS PAGE INTENTIONALLY LEFT BLANK

PREFACE

The AFIS History for CY1986 censists of 12 volumes. The first volume is the narrative account of 438 pages and focuses on significant activity and decisions of AFIS units. The remaining II volumes are the documents which support the narrative account. Each supporting document is cited in a footnote, and each is considered to the control of the contr

The AFIS Historical Research Office also prepared the AFSAC History for C1384, consisting of a narrative volume and five volumes of supporting documents. The account of AFSAC Within the AFIS History is therefore a condensed version of the separate AFSAC History.

Because some aspects of the AFIS History involved sensitive compartmented information (SCI), there is a separate SCI annex to this volume, Annex A. One copy of this is on file in the SCI storage facility used by the Historical Research Office.

The historian wrote the narrative volumes using guidelines in the <u>Editorial Style Guide</u> from the <u>Office</u> of Air Force History and The <u>Chicago Hanual of Style</u>, 13th edition. Some general "rules" followed were to 1) use past tense, 2) use lower case sopelinos, and 3) rewrite jargon.

Researching and accurately writing about the extensive activity of the command element, directorates, operating locations, special staff offices, and worldwide AFSAC units are complicated tasks. In AFSAT historiam extends a special surd of thanks to the AFSA and AFSAC personnel who based according to the AFSA and AFSAC personnel who based control and commanders was essential and appreciated.

Diane T. Putray

DIANE T. PUTNEY Chief, Historical Research Office

* AFIS/NU morar completed and findlaged this project acc to AFE 210-3. Involved with Paull . WITER Book.

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AFIS Organization Chart Proposed Organization Maj. Gen. James C. Pfautz Brig. Gen. Paul H. Martin Lol. William B. Sherman Col. Nick Yankowskii col. Charles R. Piver LMS ot Richard H. Gantzier AFIS Compound, Fort Belvoir Audiovisual Presentations Division (AFIS/INO) Secretary Verne Orr in AFIS Compound Staff of Directorate of Joint Services Support (AFIS/In.) Section of Map for Exercise KIJGE RUNNER Section of Map for Exercise RIGGE

AFSAC Commanders' Conference

RUNNER 17. Personnel from Directorate of Souset Affairs in USSR 16. 19. Maps of Uetached Training Site. 20. AFSAC Organization Chart AFSAC HO Organization Chart

XΥ

CHRONOLOGY

1984

AIR FORCE INTELLIGENCE SERVICE

JANUARY

The ACS/I rescinded the authority granted to the Electronic Security Command in 1973 to close "for cause" cases under the vance memorandum.

9-13 The AFIS inspector general conducted
Management Effectiveness Inspection of

me. Robert D.Ssault and Mr. John Mitchell participated in the debriefing of u.S. May. Leadert C. Bootta from a new at Plyon of Green, A-6bottader newlegator, flying a coobst mission were obscun on 4 wecester 1953, who was shot down, cabirey, and transported to Damascas, Syria.

FEBRUARY

7-16

29

6-10 The Directorate of Targets hosted the third

ULAF Target Intelligence Conference at
neadquerters, Electronic Security Command

Ine Air Force inspector general conducted a Functional Management Inspection of mapping, charting, and geodesy functions at AFIS, six major command headquarters, and six intermediate peadquarters.

27 february- The AFIS inspector general conducted

In February, the AFIS vice commander responded to Army officials at Fort Belsor concerning the proposal to sell the parcel of land between V. Soule 1 and the AFIS compound. The vice commander

requested that the land resem under the control of the federal government.

February-October The AFIS Management Survey was underway, headed by the ACS/I's special assistant, Maj. Gen. wohn S. Patton, bSAFR, retired.

MARCH 1

6-8

The Directorate of Joint Services Support assumed responsibility for the Code of Conduct librarian and historian function.

The mapping, Charting and deodesy (MC&G) uivision of the Directorate of Targets sponsored the fifth Air Force Geodetic and Geophysical Conference, at the Defense Mapping agency nerospace Center, St. Louis, Missouri.

The Diffice of Personnel Management conducted a one day on-site visit to AFIS at Fort Belvoir.

APRIL 12 17-27

24

The ACS/I established responsibilities for the development of DCD evasion chants.

The HFIS inspector general conducted Nanagement Effectiveness Inspection of

In April, the Visual Display Branch (INCZD, was reorganized and renamed the Audiovisual Presentations Division (INOV).

In April, the Logistics Division of the Special Staff was abolished, as it was absorbed as a new branch within the newly designated Plans, Programs and Logistics Division

XVII

JUNE

AFSAC Pamphlet 200-27, "Air Force HUMINT Highlights," was distributed to the field.

AFIS U.-AF nosted the fourth semi-annual Space 12-14 Intelligence Conference.

> In June, the Directorate of Intelligence Reserve Forces proposed to the irectorate of Soviet Affairs that a Soviet Awareness Briefing Team within DTS 45 be established. By the end of 1954, the outlook for the project calling to fruition looked good.

JUL Y 12

Deleted per 5 U.S.C. 252(b)(1) AFIS inspector general conducted a 10-19 nagement Effectiveness Inspection of In July 1984, five personnel from the Directorate of Soviet Affairs traveled on two

AUGUST

separate tours to the Soviet union. The Directorate of Joint Services Support 21 Augustconducted Exercise RIDGE RUNNER at Camp Dawson. 4 September west Virginia.

OCTOBER

- By the start of FY1985. AFIS had to delete ten 1 mannower positions.
- The AFIS Operating Location F at Eglin AFB, Florida, was abolished, and its functions and resources were transferred to the Air Force Tactical wir warfare Center of the Tactical Air Command.
- The AFIS inspector general conducted 16-18 Management Effectiveness Inspection of
- The Mapping, unarting and Geodesy (MC&G) 18-19 Division of the Directorate of Targets hosted and sponsored the first wir Force holds Conference at golling wfb.

In the latter part of the year, personnel from the Special Studies Division [NuA] participated in preparatory efforts for the

demonstration of air base survivability techniques to take place at Spangdahler Air Base, Germany,

SALTY

NOVEMBER

19âs.

- The director of Manpower and Organization TOCS/res concurred with the ACS/1's request to que -nat the position of assistant for security and communications management (AF, INS) and the director of security and communications management AF 15/15 .
- The new facilities for the Special Studies 14 Division (INJA) were officially opened. During the year INJn had absorbed the INDP functions and was consolidated at the NPIC.
- 14-15 The ESAn Commanders' Conference was held.
- The Directorate of Targets conducted the 14~16 winter mesting of the Joint Munitions Effectiveness Manual Air-to-Surface uperational users working Gro.o at the Navel Air Station, Fallor, nevada.

in lovember, the AuS/I designated a team to implement the AF/Ih-AFIS reorganization, based on the recommendations from the AFIS hanagement Survey. On 6 Lecember, the implementation team was dishander.

In November, the HJMINT Liaison Group (INOH) was reestablished.

DECEMBER

10

19

26

The positions of director and deputy director of Security and Communications Management (AFIS/INS), were dual-hatted on the Air Staff as assistant and deputy assistant for Security and Communications Management (AFIS/INS).

AF/INES. was disestablished, and the billets and personnel were realigned to AFIS under ING., the new long Range Estimates vivision.

The ACS/I directed the OACS/I to have AFIS planners contact AFIC and "egin to design an information system, organization which satisfied the requirements of PAL 84-1.

The revised DO. Directive 1300.7, "Training and Evaluation Measures Necessary to Support the Code of Conduct" was issued.

The precionate or point Services Support distributed to each of the military services the "Requirements for Level B and Level C Training in Support of the Code of Conduct."

The commander of the 1947th MSG concurred with the ACS:1 s.,rposa for designating the ACS:1 s. the AFIS commander and the uACS:1 as the AFIS vice commander Approva was for a six-month trial heriod. effective 31 Vanuary 1985.

The unrectorate of Intelligenc Reserve Forces arranged 1,356 eserviss. 1,307 assigned and 58 attended for training. This represented 71 percent princip of the automorated strength ,84 percent pfficer and 45 percent enlisted of 1,911 obstices.

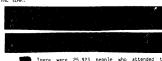


Soviet Affairs from Building 520 to Building 1304 on Bolling AFB was nearly complete.

In December, the Directorate of Intelligence Reserve Forces received approval to convert existing active duty positions within the directorate to USC 678 positions.

In December, the 1964 HUMIN' SET HORKShop was held at Letachment 22, AFSAC.

DURING THE YEAR:



There were 25,923 people who attended the briefing presented by the prectorate of Soviet Affairs at 49 bases.

In coordination with the Headquarters USAF and the Min Force Manpower and Personnel Center, the Directorate of Attache Affairs mominated thirtyfive officers to the DIA for service in the Defense Attache System.

The Directorate of Security and Communications Management inspected all major command SCI security management of tices. Seventy SCIFs were inspected, representing 27 percent of USAF SCIFs. As of December, there were 280 SCIFs accredited, 47 of which belonged to contractors.

The unrectorate of Security and Communications Management supported two CURDIA Conferences.

The unrectorate of Intelligence Reserve forces established two new remote flights.

The Directorate of Intelligence Reserve Forces scheduled over 2,400 annual and special tours. The 21,725 man-days committed to these tours equated to approximately 60 man-years of active force support and training.

Throughout the year, the Directorate of Personnel publicized intelligence training programs available to intelligence analysts and managers.

AFIS personnel experienced seven reportable safety misnaps.

Detachment 32, PSAA, was awarded the Air Force Organizational Excellence Award.

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MISSION, ORGANIZATION, AND COMMAND

CHAPTER I

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MISSION, ORGANIZATION, AND COMMAND AIR FORCE INTELLIGENCE SERVICE

MOTOSTIM

The overall mission of the Air Force Intelligence Service (AFS) was to provide specialized intelligence and intelligence services to Headquarters, United States Air Force (USA) and USA commanders worldwide. AFS of directed and conducted designated intelligence collection activities, processed and disseminated intelligence and intelligence information and conducted programs designed to ensure that the Air Force was provided with intelligence systems.

Background on Mission Concept

The hational Security Act of 1947, as memoda, empowered to department to collect, evaluate, correlate, and disseminate departmental intelligence. Department of Jeffers, 1900, Directives 50.00, 1678-5-403 directed the Air Force to provide an organization capable of furnishing adequate, timely, and reliable intelligence for many afforce and ta-formation of the control of the contr

ORGANIZATION

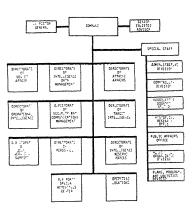
of]] a command element with an inspector general and a senior enlisted advisor. 2, nine directorates, 3) seven special staff units, 4) the Air Force Special Activities Center (AFSAC), and 5) five operating locations.

In Apri' 1984, the Logistics Division of the Special Staff was abolished, as it was absorbed as a new branch within the newly designated Plans, Programs and Logistics Division.

Effective 1 October 1984, the Operating Location (OL) -F are Eglin AFB, Florida, was abolished, and its functions and resources were transferred to the Air Force Tactical Air warfare Center of the Tactical Air Command.

Of the subordinate AFIS units, the Air Force Special Activities Center continued to be the largest, consisting of three types of subordinate elements, special activities areas, detackments, and operating locations.

AFIS ORGANIZATION CHART (U)3



AFIS and AF/In Relationship

AFIS units continued to operate in an interrelated role to the Headwarters, CSM (Office of the Assistant Cinef of Staff, Intelligence, which was commanded by a major general who was the assistant chief of staff, intelligence (ASS/1). If its office (AFI/18) consisted of a command element. Affirm the control of a command element of the control of the

The commander of ARIS (ARIS/CC) was a brigadier general who was also the debut a sastiant chief of staff, intelligence (DACS/I). B The ACS/I and the ARIS/CC were collocated in the Bentapon and were serviced by the same administrative support gersonnel and existence. The vice commander of ARIS was a colonel whose office was located in the ARIS compound at Fort Belvore, Virginia. Two ARIS directorates were functionally subordinate to the two ARIs directorates the ARIS Directorate of intelligence Data Management INC to the ARIA Directorate of intelligence in the ARIS directorates and the ARIS period (Estimate) (INC). The ARIS directorates provided direct service in part ARIS and ARIS as dut the ARIS Special Staff.

PERSONNEL

Key Personnel

Inrognout the gaar, Maj, Gen, James C. Pfautz continued to be the assistant enter of staff, intelligence (ASSI). Brig. Gen. Pal. In. Martin continued as both the debuty assistant enter of staff, intelligence (IGASI) and the companion of staff in the st

Manning Strength

For fiscal year 1985 (October 1984 - September 1985) the AF/IN-AFIS mannower authorizations were as follows:7

	AF/IN	AFIS	TOTAL
OFF ICER	100	345	445
EK, ISTE,	17	309	326
CIVILIANS	43	222	265
TOTAL	160	876	1.036



Oah and Investment Funds

The operations and management (JEM budget for F11985 continued a trend of increased OEM funding over the last five years 9

AFIS BUDGET

** FYB1 FYB2 FYB3 FYB4 FYB5

OAN B-Duf Y

\$15. 547. \$63.9 \$10.69 \$17.59

were as to lows

(080E) THAMT (3080)

\$125h + \$250h + \$1,375K + \$600h

Programs Funded

AFIS funding for FY1985 was distributed among the following programs 10

AFIS UNITS	AFSAC UNITS	IN SPECIAL PROJECTS
COMMAND SECTION	HQ ⋅ řt. Belvoir	Command Section
- IG - CMS	HC - 19AA	ICF*(+Gtner MAJCOMs/ SOAs)
	HÇ PSA/	CHECK ISLAND
SPECIAL STAFF - AC - MO - XP - DA - CCQ - HO - PA	8 Detar ren's 12 Operating Locations	COBRA EAR COBRA JUDY IDHS**(+Other MAJCOMs/SOAs)
DIRECTORATES [ND - Intel Data Mgt		SOFTCOPY NISSTR** OT&E for Ew

DA. ASP** 0A**

INE - History &

Special Studies

INT - Targets INO - Operational Intel

INS - Security & Comm The - ottache Affairs

IN. - Joint Sys Support INC - Soviet Affairs Rf + Intel Reserve Forces

OP - Personnel

*ICF. Intelligence Contingency Funds **IDHS. Intelligence Data Handling System; MISSTR, National Intelligence System to Support Tactical Requirements; DALASP. Defense Advanced Language and Area Studies Program; 2A, Quality of Analysis Program.

AFTS MANAGEMENT SURVEY

For most of the year, an AFIS Management Survey was underway, headed by the ACS/1's special assistant, Maj. Gen. John S. Patton, USAFR, retired. By November, the survey had resulted in significant proposals for reorganizing AF/IN and AFIS. By year's end, some of the key elements of the reorganization plan were implemented, some were discarded, and some still were actively being considered.

Survey Team and Method

On 7 February 1984, Maj. Gan. Pfautz, the ACS/I, announced to all AF/Ih and AFIS elements that he was conducting a "management survey" of the Air force Intelligence Service. The ACS/I stated, "The purpose of this effort is to take an in-depth look at AFIS, with emphasis on the functions and responsibilities of the various directorates and other key entities. I visualize this survey primarily as a management analysis rather than a tool for reorganization." The ACS/I further stated that his staff assistant, Maj. Gen. Patton, would head the survey team. He

informed the AF/Ib and AFIS elements that John S. Patton had conducted similar analyses at HO CINCPAC, where he examined the Intelligence Center, Pacific, and at the 544th SIW at HQ SAC.11

The survey team originally consisted of John Patton and two Officers from AF/INY, Maj. John S. Dolan and Capt. Kevin Thiesen. Col. william B. Sherman, the AFIS vice commander worked directly with the team, as did Colonel O'Brien and Lt. Col. Lancaster.12

*NISSTR, National Intelligence System to Support Tactical Requirements: DA_ASP, Defense Advanced Language and Area Studies Program, QA, Quality of Analysis Program.

The survey lasted from February to October 1984. John Patton or a team representative talked with over fifty key personnel in AF/In and AFIS. They also studied the way the Army and have organized their intelligence activities. By October, the survey team had formulated general observations about the AFIS organization and functions and had also formulated reorganization proposals to amprove the ef. In-AFIS grountzational structure. 13

Findings and Reorganization Proposals

On 2 November, Maj. Gen. Patton presented a briefing for the commanders of AFIS and AF/IN directorates concerning 1, major findings during the management survey and 21 proposed AF/IN-AFIS organizational changes. In part, he presented the major findings as follows.

AFIS FRACTURED ORGANIZATION FROM OUTSET

- Organized in maste
 - Command Rank Shifts
 - Not a True Command
 - uniqueness of AF/IN AFIS .

DIVERSITY: SUBSTANCE AND LOCATION - Excessive Span of Control

- ~ Independent Frefdoms
- . Lack of Communication and Coordination - Six Categories of AFIS Entities

AF/IN ~ AFIS RELATIONSHIP

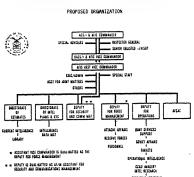
- Policy vs. Management and Support - heed for Effective Dual Hatting
 - Key Perceptions
 - AFSAC AFIS Roles
 - Belyour Syndrome

EVERYBODY IN PERSONNEL BUSINESS.

ATP STAFF ROARD AFMRERSHIP IMPACT

NEED FOR CONTINUITY

For the most part, the findings highlighted megative aspects of the AF/IN-AFIS organization. To correct these negative aspects, Maj. Gen. Pattor recommended a new AF/IN-AFIS organizational structure. The proposed organization was as follows.



OPERATING LOCATIONS

Main Features of Representation

- The main features of the proposed prognization were.
- 1. Reduce the ACS/I's unwieldy span of control over the AF/IN-AFIS organization.
- Designate the ACS/I the commander of AFIS, giving the ACS/I an AF/IN "hat" and an AFIS "hat", thus dualhatting him.
- 3. Dual-hat the DACS/I as the AFIS vice commanderne had been the commander.
- 4. Designate the AFIS vice commander as the AFIS assistant vice commander.
- 5. Establish a Deputy for Operations, which included the Girectorate of Joint Services Support INU, the Directorate of Soviet Affairs (INC), the Directorate of Targets (INT), CCEO Imagery (INOA, INDP), Intelligence Research (INO), and the Operation Coactions.
- 6. Establish a Deputy for Force Management, which included the Directorate of Attache Affairs (IAm,, the Directorate of Intelligence Reserve Forces (RE), and the Directorate of Personnel (DP).
- 7. Dual hat the AFIS assistant vice commander as the Deputy for Force Management. Designate AF/INYX as having Air Staff policy oversignt for Force Management.
- 8. Dual hat the director and deputy director of the newly established Deputy for Security and Communications Management [145] as the AF/IA assistant for Security and communications management.

Changes Implemented

After the Patton briefing of 2 November, some of the proposed changes to the AF/IN-AFIS organization were on the way to being quickly accomplished.

AF/IN-AFIS Dual-matted

organization, DCS/MSP, concurred with the ACS/I's request of 12 October 1984 to dual-nat the position of assistant for security and communications management (AF/INS) and the director of security and communications management (AF/INS) and the director of security and communications wanagement (AF/INS). 14

In part, the justification for the dual-matting arrangement was as follows: 15

within AFIS, the Directorate of Security and Communications Management (AFIS/INS) has mission responsibility for management of the Air Force SCI security program and the Air Force Special Security Office SSO) system. Operating/support functions performer by this directorate are properly assigned at the SOA level. However, AFIS/INS has no counterpart within the existing AF/IN structure. As a result, the Director and Deputy Director of AFIS/INS must regularly perform Management Headquarters/Air Staff related functions on behalf of the ACS/1. This situation creates serious problems in relationships with the Intelligence Community, MQ JSAF, and Air Force activities. AFIS personnel cannot effectively represent the ACS/I and the Air Staff on such matters while organizationally assigned to a subordinate level.

The solution is to establish a Security and Communications Management element within AF/In. I am prepared to identify the necessary headroom trade-offs but duplication of management positions between Af/Ih and AFIS is neither cost effective nor practical in terms of trying to separate existing management What I propose is a dual-hatting functions. An "Assistant for Security and arrangement. Communications Management" element (AF/INS) would be established within AF/IN, consisting of two positions -one 0-6 and 0-5. These same two positions would be dual-hatted to AFIS/INS so they could continue to fulfill their operating management responsibilities. The Security Program is a high visibility, extremely sensitive area and this action will satisfy the pressing requirement for INS's key positions to have proper Air Staff credentials.

ACS/I and DACS/I Dual-Hatted

On 19 November 1984, the ACS/I requested that the commander of the 1847th Headquarters Support Group (1855) approve the proposal to designate the ACS/I as the ATIS commander and to designate the DACJ/I as the ATIS commander and to the 1847th commander of the ACS/I as the ATIS commander and to the 1847th commander on the advice of the AF/MPMPD and the 1947 the 1847th commander on the advice of the AF/MPMPD and the 1947 the 1847th commander on the advice of the AF/MPMPD and the 1947 the 1847th commander on the advice of the AF/MPMPD and the 1947 the 1847th commander the 1847th and 1847th a

In making the request to have himself dual-hatted, the AGS/I stated: 17

AFIS becase of its highly specialized mission and wpriowine intelligence apport fore, is required to function under the close technical direction and control of the principal Ari Staff intelligence Officer, the AGA. This secrial relationship of the principal arises and the secrit of the command of the AFIS is accretion from within AFIA. Currently, Brig. Gen. Martin, the Deputy AGS/1, is dual-natted at the AFIS Commander. This arrengement worse dell until Board (AGS) at a voting member. General Martin, who prepasents AFIA on the AGS, has had to develor more of his time to Board business — obviously a control of the AFIS commander.

On 26 December 1984, the commander of the 1947th MSG concurred with the ACS.I's proposal for dual-hatting himself and the DACS/I.18

Implementation Team

By 19 November, the AS/I had designated a team to implement the AF/IA-AFI programitation. Consisting of the AFIS vice commander as charman, five other primary members, and four adjunct members. The AS/I approved an "implementation Team Charter," which directed that implementation would be committed by 1 January 1985.

From mid-hovember through the first week of December, the implementation team worked diligently to identify all required implementation actions, designate offices of primary responsibility for the completion of those actions, establish milestones, monitor progress, and take other steps as appropriate to insure a smooth and orderly transition.²⁰

Implementation Partially Halted

In the meantine, the heads of the AF/In and AFIS directorates considered the impending recognization, and some responded to it with suggestions for improving the reorganization plan. They and been discussing the plan even prior to General Particles of the plan after the second of the plan after the second plan and the plan after the p

As a result of all the reassessment activity going on regarding the reorganization on 6 December 1984, Colonel Sherman, the implementation team chairman, made an announcement to the majlementation team members that was both significant and somewhat

anticipated. He told them that the ACS/I had placed the AF/IN-AFIS reorganization effort in a "hold" status, and that the implementation team was being disbanded. 2 I

Opposition to Proposed Reorganization

Because Colonel Sherman was the AFIS vice commander and implementation team leader, he was in a good position to watch as implementation activity came to a halt. In reflecting upon why the original reorganization plan of 2 November was not implemented, he stated, "Much to General Pfautz's surprise people were 'pinging' on him from every direction about why this doesn't work or why that doesn't work, why that's a bad idea, etc." Colonel Sherman continue, "In the words the AEXI used to me one day about the 'pinging,' he said, 'I felt like I need a tin hat. "EZ

Colonel Snerman identified the influential criticism and resistance as coming from five sources: the Directorate of Attache Affairs (IAm), the Directorate of Intelligence Resources (Eth.), the Directorate of Intelligence Resources (IRC), and the Directorate of Intelligence Plans and Systems (IAM). The main criticisms of the reorganization of the Directorate of Intelligence Plans and Systems (IAM). The main criticisms of the reorganization of the Portion of the Computer of t

Opposition to FM

The Directorate of Attache Affairs (IAH) opposed the rapid establishment of the Deputy for Force Management, because of the disruption and Limmol it would cause as it drew heavily upon the personnel from AFIS and AFIA to fill FMT's seventeen personnel spaces. The IAH directorate suggested spaces be obtained through the slower PON process, and in the meantime, a cadre from three to five personnel be formed to perform the groundwork necessary for the establishment of FM.29

According to Colonel Sherman, the Directorate of Intelligence Reserve Forces (RC) perceived its incorporation into the new Deputy for Force Management as a loss of clear-cut #2 identity and a loss of central point of contact for the reservists across the country. The IRM directorate she may be a loss of central point of contact for the reservists across the country. The IRM directorate she may be a loss of central point of contact for the reservists across the country. The IRM directorate she may be a loss of the IRM of th

Opposition to DO

Also according to Colonel Sherman, the INT directorate perceived its incorporation into the Deuty for Operations as an organizational step backwards, since INT had dust recently adquired directorate status within AFLS. The INT directorate has not apply the colonel step of the new Deputy for Operations would be a colonel with African Staff experience from INT, whose rapid departure would degrade the performance of the INE mission. Also, two divisions, INDS and INDI, were to be functionally perspansized from IND which was functionally responsible to INT. The communication of INT staff experience of IN

Manpower Cuts

a major difficulty also besetting the reorganization that #35 was forced to cut ten manpower positions by the end of fiscal year 1985. In the process of reorganizing directorates were assed to consider manpower cuts and respond to the #415 vice commander with explanations of now the manpower cuts movel affect the directorates mission. According to the vice commander, "Undermining the reorganization effort, too, was a fact cut of about ten spaces. So in the process of trying to force the reorganization, I also tried to find those ten spaces from somewhere. It was kind of adding the extra straw. Help, not only are you taxing my function away, you are going to try to do twith less people. It really was too big of a bite to swillow. *20'

Force Management Resuscitated

The proposal for the Depaty for Operations was lad to rest Quite easily. In Depaty for Force Management, however, was a concept and proposal that would not pass quietly away. On 20 December 1984, tt. Col. Lancaster of AF/INF prepared a staff summary sheet on the establishment of an "AF/IN Force Management Activity." The proposal and staff summary sheet was given wide circulation for coordination and comment. In part, the proposal stated: 28

During the recent AFIS management review, General Patton's study group recommended formation of an AF/IN force Management Directorate within AFIS which would consolidate on-going AFIS personnel activities and execute Air force Intelligence force management, training and career development activities. The proposal recognizes that establishment of such an organization has significant long term benefits for Air

force Intelligence. The proposal also recognizes that development of Air Force-wide policy and priorities for this function would remain an Air Staff function based on direction from the ACS/I.

Additional review of staff comments regarding this proposal alled to a decision by the MSS/I to postpone the consolidation of personnel functions presently performed by ASISPP, MSS/ASIM, and ATISPRI to that a new organization. However, the establishment of a force an emagement activity responsible for execution to the consequence of the consolidation of the consol

we believe the new force management activity of the common of the common

we believe the initial cadre for an organization responsible for the functions described at Attachment 1 can be formed from existing AF/IN - AFIS affecting current operational resources without The final size and configuration of the activities. organization can evolve based on the development of a charter, documentation of responsibilities and analysis of the projected workload necessary to perform the functions. In addition to assuming responsibility for many on-going activities, the initial cadre would be charmed with the development of the revised regulations required to implement its activity, developing position descriptions, and recommendations required to implement its activity, developing position descriptions, and recommending the final size of the activity. These stems would be fully staffed within AFIS - AF/Is and the Air Staff prior to implementation.

By 31 December, the AF, IN and AFIS directorates were still considering the latest Force Management proposal.

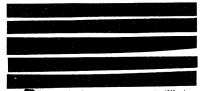
Year-End Results

The year ended without the "heart" of the reorganization plan being implemented, that is, without the establishment of the Deputy for force Management and the Deputy for Operations. Only the former was still a viable proposal.

In 1984, the management survey and the reorganization did accomplish the following:

- Approval to dual-hat ACS/I as the AFIS commander
- 2. Approval to dual-hat DACS/I as the AFIS vice commander
- 3. Approval to dual-net AFIS/INS AF/INS
- Decision to designate an AFIS assistant vice commander





As a result of the security survey, the AFIS vice commander established an information/Physical Security Morking Group, chaired by Colonel Piver, the AFSAC vice commander, to develop specify recommendations on physical security, including membership on the group continued of representatives from AFIS/RE, INJ, OP, v. A.C., M. and AFSAC/NO, INA, and Det 21.31



The security working group met in October, and prior to the meeting a detailed survey of the physical lay-out of each building in the compound was underway.²³ Shortly after the meeting, the reserved parking signs were changed to a numbered system, and large fence signs identifying the AFIS compound were removed.

By the end of the year, Colonel Piver's working group had made headway in accomplishing the group's mission.

PROPOSED LAND SALE

In February, as a tangent to the terrorist threat considerations, the AFIS vice commander responded to Army officials at Fort Belvoir concerning the proposal to sell the parcel of land between U.S. Route 1 and the AFIS compound. The vice commander requested that the land remain under control of the

federal government. He also identified the AFIS resources at a limited Priority C level, AFR 207-1, which required the ability to maintain a reasonable means of intercepting and neutralizing a covert intrusion into the area. 34

The vice commander explained the following:

Previously, because of the internal security considerations, the current minimum public awareness, and practically non-existent public traffic near the compound which allows us to maintain a low profile, we have not felt a compelling need to employ the additional security measures of armed quards at entry points. If, however, the subject parcel of land was no longer under the direct control of the Federal Government, we would be required to reassess the threat to our security, and higher levels of security would have to be employed to ward off the increased possibility of pilferage. vandalist, and the increased probability of being direct), targeted for espionage. An upgrade to the Priority 8 Resource level would almost assuredly be a necessity requiring positive access control to our area. 35

By the end of the year, the proposal to sell the parcel of land was no longer being actively considered by the Army officials at Fort Bellvoir.

INSPECTOR GENERAL

MISSION

18

The Office of the Inspector General (16 was responsible to the ATS commoner for the costume effectiveness of the ATS commoner for the costume effectiveness of the ATS inspector, safety, investigation, and complaint program within ATS. It reported directly to the commander the management effectiveness or individual units and command-vious functions, as otherwise dark missections. It also gated as the management

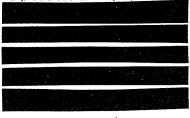
Personnel

On 26 hovember 1984, Lt. Col. william R. Burton replaced tt. Col. C. wayne Burridge, who retired from the Air Force. Lt. Col. Burton was previously assigned to the AIFS Directorate of Security and Communications Management, Pentagon. On 15 December, Ail. James C. Aicoway Susumed responsibility as DE Tripping College and College Coll

Inspections

Management iffectiveness Inspections

Management Effectiveness Inspections (Kils) were conducted at AFIS suborinate organizations every eighteen to benty-four months. These inspections, conducted according to AFI activity's function. This included inspecting organizational leadership and management as they were reflected in mission and incitional area performance, installation support, "people" buring 1984, MCIs were conducted at the following locations (the ratings indicated were for "overall management"):36



Intelligence Oversight Inspections

The AFIS/IG monitored intelligence oversight to ensure that ATIS compiled with Executive Order 1233, "winted State Intelligence Activities," The inspector general performed that Activities governed by 1] Executive Orders, 2) Department, or Orderson Repulsions State (1997), "Intelligence Control of the Activities governed by 1] Executive Orders, 2) Department, or Orderson Repulsion State (1997), That Affect London States Persons," 3 AFR 123-1, "Intelligence Coversight," and 4 AFR 200-19, "Concact of Intelligence Coversight," and 4 AFR 200-19.

During 1984, the AFIS/IG conducted oversight inspections during each of the five MEI inspections.

byersight inspection activities and forwarded them to Mg Air Force Inspection and Safety Center/IGQ), Norton AFB, California, in accordance with AFR 200-19, "Conduct of Intelligence Activities." These reports insted current activities and proposed future inspections. 40

Over-the-Shoulder Inspections

Over-the-Shoulder Inspections (OTSI) were inspections performed by the RTSI/G dering an RTSI organization's self-inspection progrey. Evaluations included mission-oriented inspection standards, checklisk utilization, and team management. The ATSI/G performed OTSIs during 1984 at the following ATSI elements and made the following overall's ratings:46

- 3. 14 March 1984 The inspector was Lt. Col.
 - C. wayne Burridge, and the overall rating was
 - 4. 33-31 May 1984 The inspector was Maj. Raymond Compton, and the overall rating was
- 5. 16 May 1984 The inspector was Lt. Col. C. wayne Burrioge, and the overall rating was
- 6. 6. June 1984 The inspector was Maj.
- 6. 5 June 1984 The inspector was Maj Raymond Compton, and the overall rating was
- 8. S. 12 July 1984 The inspector was Lt. Col. C. Wayne Burriage, and the overall rating was
- 9. 17 July 1984 The inspector was Maj. Raymond Compton, and the overall rating was

FW&A Prevention Activities

During the year, ATIS/IG implemented within the compound, AR 122-2, "Air force Fraud, Waste, and Abose (FMA) Prevention and Detection." In conjunction with this program, ATIS/IG publicage FMA information to all AFIS elements. The office sent monthly reports on ATIS FMA prevention activities to describe the according to commend directives \$\times\$ into many \$\text{dist}\$ (and the text on \$\text{dist}\$) \$\text{Times}\$ (and the text of \$\text{dist}\$) \$\text{dist}\$ (and the text of \$\text{dist}\$) \$\t

Ouring 1984, AFIS/IG conducted five Fw&A conferences in conjunction with Management Effectiveness Inspections of subordinate AFIS organizations.

AFIS/16 investigated four instances of suspected FwkA univolving AFIS elements; however, none of the allegations were substantiated. The general subjects of the four FwkA allegations were.

Ground Safety

off-duty

The ATS inspector general was charged by the ATS commander to manage all aspects of the ATS commandered ground safety program. In Included the implementation of ATS 127-2, "The extractions of ATS 127-2, "The extractions of ATS 127-2, "ATS Force Occupational Safety and mealth Programs." In 27-12, "ATF Force Occupational Safety and mealth Programs." In Contract of the ATS 127-2, and the ATS 127-2, "ATS 127-2, "AT

During 1984, AFIS suffered the following reportable mishaps:01

TYPE OF INJURY	INJURY/DAMAGE	DAYS LOST	COST
Col. injured working with nower tools	Cut to right thumb and finger	9	\$1530

TYPE OF INJURY	INJURY/DAMAGE	DAYS LOST	COST
SSgt. injured playing racquetball, off-duty	∟ower back strain	1	\$120
Lt. Col. injured playing softball,	Hyper-extended leg and strain to left thigh	5	\$850
off-duty Maj. injured working on patio, off-duty	Lower back strain	2	\$340
SSgt. injured playing basketball, off-duty	ueft ankle strain	2	\$240
MSgt injured in vehicle accident, off-duty	Multiple injuries: bruises, cuts, sprained foot, broken ankle	25	\$3000
Maj. injured in fall on ice, off-duty	Broken right leg	21	\$3570

Complaints and Inquiries

The inspector general investigated numerous complaints during the year, and these were of a privileged and personal nature. AFR 123-11 governed the Inspector General Complaint Program. The areas of complaint and inquiry included the following:

AFIS SENIOR ENLISTED ADVISOR

SEIP Panel

Clight Richard H. Santzler chaired the Senior Inlisted Intiligence Program (SIP) peeple on 3 february 1984. Venety volunteer packages were stabmitted, however, the Whiltary Personnel Center determent data seven were noligible due to assignment enstructions. The panel considered grade, time in service restrictions. The panel considered grade, time in service and the same of the service of the s

stated in their volunteer statements. Five primaries and two alternates were nominated from the field of eighteen. The Air Force had quota of five for the course.63

CMSAS Selection Procedures

Also in February, Chief Gantzler surveyed all the chiefs in AFTh and RTS about the orar's proposal Front the chief mere sergeant of the Air Force (MSA*) concerning OSA* selection procedures. The major issue reside was vith the mandatory residence requirement for USA* Senton NO academy completion requirement for USA* Senton NO academy completion residence requirement by residence (Ashier recommended that in residence requirement be retained, Ashier recommended that in residence requirement be retained, Ashier recommended that in

Ph/ Allocations

In May, the chief informed AF/Ih and AFIS personnel about why they had so few allocations for professional military education. He stated 55

we've mad a bad couple years with few allocations. Inneg will be better nerf issal year, but that doesn't help make up for the people with have missed the help make up for the people with have missed the company of the people with the pe

TOYS

Throughout the year, Chief Gantzler made trips to Air Force Intelligence organizations to learn about the working conditions, living conditions, and concerns of the emissed force, a concern for the welfare of the emissed force by the Chief, concern for the welfare of the emissed force by the Chief, Corporate of the C

career field; maintenance of target folders; unchallenging jobs, airman performance ratings, and intelligence training courses. 66

End of Tour Report

Chief Gantzler was scheduled to retire from the Air Force on 1 February 1985. On 31 December, he wrote his end-of-tour and end-of-career report. In his first item he stated the following to the leaders of AF/IM and AFIS:67

Leadership and communications: I am convinced that the people in the Aff-prore intelligence Service and, in position may be a service and the people in the Aff-prore intelligence Service and, in position way to leadership from you gentlemen. They respond, that is, if they know what it is you, want and need, therein lies the problem. Most often, the rank need, therein lies the problem. Most often, the rank help office it is worth to be affected to the problem, as I see it, is that we have a very large communications gap below the director level. People servit med to feel they are part of the overall services and the problem of the people servit med to feel they are part of the overall services. The people servit med to feel they are part of the overall services and the people services are the people services are the people services are the people services are the people services and the people services are the people services are

Colonel Sherman, Major Yarc, KSgt horne, and I have all tried to work that problem for you within AFIS by visiting the work centers and talking with the people. we have opened up some lines of communications, but others are still closed. I have tried to work some of the same problems from the Air Force Intelligence perspective. I met with a but more success outside AFIS because I represented the ACS/I.

SULTION. OV. CCD, CCF, and CNS should continue to move about the command. CMS should visit Africal intelligence activities world wide. It should be emphasized (probably best handled in staff meeting and letter) that the CCD, CCF, and CMS represent the AFIS commander and the AGS/I. Additionally, I recommend you consider having a quarterly commander is call for AFIS — to no include AFIS and activities of the CMS of t

The chief also discussed the need for a security specialist for AFIS, the enlisted/officer Christmas parties, and CMS office space in the front office. He concluded by saying, "I have received outstanding support from you gentlemen during my tenuer." ⁶⁸



Brigadier General Paul B. Martin, Deputy Stational Chief of Staff, Intelligence and Commander of the Air Force Intelligence Service



Colonel William B. Sherman, Vice Commander of the Air Force Intelligence Service



Colonel Mick Yankowski, Commander of the Air Force Special Activities Center



Colonel Charles R. Piver, Vice Commander of the Air Force Special Activities Center





Chyr Birhard O. Gantriur, Seniar Collected Advisor of the Sir Force.



Aerial Photograph of the AIF force Intelligence Service Compound located at Fort Belvoir, Virginia.

CHAPTER 11 INTELLIGENCE OPERATIONS

OTRECTURATE OF OPERATIONAL INTELLIGENCE DIRECTURATE OF TARGETS THIS PAGE INTENTIONALLY LEFT BLANK

DIRECTORATE OF OPERATIONAL INTELLIGENCE

NOTESTA

The Directorate of Operational Intelligence (AFIS/IMD) provided that Air Force with all-source intelligence that pertained to or affected J.S. Air Force oblicies, resources, mission, or force deployment, on a workloaded basis. Some expense of the pertained to pertain per acrospace forces; limits on with the other services and 000 and non-000 permanent agencies on matters that pertained to appear to the pertained to perain the pertained to appear to the pertained to appear and offense analysis.

ORGANIZATION

The Directorate of Operational Intelligence (NO) was operationally responsible to the Directorate of Estimates (AF/MA), while the AFIS organization provided againstrate support. At the end of the year, the some consistency of the provided againstrate was not a consistency of the provided againstrate of the provided against the provided against

REORGANIZATION ACTIVITY

During the year, the INO directorate experienced significant organizational changes. The Special Studies Division

*The CY84 History for INOI is in Annex A to this history, an SCI annex, which is on file in the SCIF used by AFIS/HO. Also included are portions of the INOA and INOZ Histories.

(IMÓ) absorbed the Imagery Research Division (IMOP). The reorganized IMOG division consisted of three units: Administration, Imagery Support, and Denial and Deception. For the first part of the year, IMÓA was split into two geographical locations. The imagery analysts were situated on the fifth floor of the National Photographic Interpretation Center (IMIC) at the Washington Wasy Yard, and the non-imagery personnel were located in Building SOO, 601 ing MSE. In September, the PRICE of the Division of the MSE of the South Colombia Compiler to capture on the MSE of SOO, 601 ing MSE. In September, the SOO on the MSE of SOO of the SOO of the SOO of the SOO of SOO

Effective 1 December 1984, AF/INEGL was disestablished, and the billets and personnel were realigned to AFIS under INOL, the new Long Range Estimates Division. The duty location of INOL remained at Bolling AFB.4

During April 1984, the Visual Display Branch (1902D) was reorganized and renamed the Audiovisual Presentations Division (1907) and organized into three branches, one located at Fort Belovir and two at the Pentagon During the Pentagon branches was devoted principally to the AGS/I's morning Current Intelligence direling. The reorganization allowed 180% to and five additional personnel to its Seff, two Civil possible of the Additional personnel to its Seff, two Civil possible of the Additional branches was described by the Additional branches and the Additional Presentation of the Additional Prequirements from other Africance commands.

00 3 August 1984, the Aerospace Intelligence Division (INO), which had lost the INOQ Graphics Branch when it became the INDs division, created a new branch, Executive Intelligence (INOQE), 5 Ins., 1002 continued to be composed of three branches: Intelligence (INOQE), 7 The rationale for the creation of INOQE was as 10 1000 EV.

In Sentember 1983, the ACS/I directed the publication of a new daily intelligence product - the Arr force Intelligence Morning Highlights. IMER tasked two personnel, a LTC/8075 and a SSgt/702 to produce this new document. IME subordinated these personnel to the Regional Estatates Division (IMER). These individuals were also given responsibility for developing and maintaining AFII-AAFIS Invest Girtlight to be given by the ACS/I, 10/ACSI, and others in the AFII-AFIS Investigation of the AFII-A

involved in the process of editing and disseminating intelligence products. Both individuals were resubordinated to INOZ, the division responsible for the production "process" and for producing AF/IN's key intelligence product, the Air Force Intelligence Daily. While the "Highlights" product and the Threat Briefing draw support from INOZA (Editing and Briefing Branch) and INOZC (Intelligence Alert Branch), and are logically the domain of INOZ, they are so unique in timing and design that their creation and maintenance require a separate organization. Personnel assets to create the branch will be drawn from existing INE billets: Maj 8075 JMD# 004583, Capt 8075 JMD# 005082 and SSgt 702508 UND# 003965. Creation of the new branch will streamline directorate and division control over the Intelligence products, provide more appropriate authority for the author of these products, and facilitate assigning manpower to this important function.

In late kny-mber and Openber 1984, lawf, the Huwlith lation Group, was rectablished. It had been dissetablished in 1983 wenn personnel assigned to it were assigned to other billets. The General Defense Intelligence Programs (GDIP), however, allowed for mee personnel to fill the officer and emisted slots which formed 180%;

The INOH group was to provide an "interface" between AF/IN-AFIS analysts and the Air Force Special Activities Genter (AFSAC). According to a draft memorandum of agreement between the was to do the following: It was to do the f

- 1, Establish and maintain an Air Force HJMINT Orientation Program for AF/In-AFIS
- Assist AF/IN-AFIS analysts in writing and validating HUMINT collection requirements
- Follow-up on requirements to ensure analysts needs are serviced
- 4) Arrange for AF/IN-AFIS analysts to participate in source debriefings when appropriate and operationally feasible
- Coordinate analysts participation in HUMINT collection planning when required
- 6) Research HUMINI reporting for AF/IN-AFIS analysts and provide inputs to AF/IN-AFIS assessments via DIAO_S/COINS, other data bases, and direct interface with HUMINI collectors

- Provide HUMINT collectors with AF/IN-AFIS analysts evaluations and assessments of HUMINT reporting
- 8) Help AF/IH-AFIS analysts provide intelligence analysis and background information to aid in HUMINT collection planning
- 9) Serve as an Air Force representative on the SEEk Analysis Group $% \left\{ 1,2,\ldots ,n\right\}$
- 10; Serve as the Air Force focal point for ensuring that USAF MAJCOMs and Unified Commands have access to Air Force NUMINT reporting

PERSONNEL

Key Personnel

Col. Richard J. O'.ear continued as the director of the Intercorate of Stimates (RA/INC), and Col. Charles G. Shankland continued as the depty director. The AF/INc had operational control of the Directorate of Intelligence Operations. Lt. Col. Enristopper Moniscalco, the head of the Special Studies Division (INDA). The Control of the Col. Received From the Africa Control of the Special Studies Division (INDA). The Received From the Africa Control of the Col. Richard C'Heureux as chief of the America Col. Richard C'Heureux as chief of the INDI division, having replaced Lt. Col. Col. Thorate Samer replaced Lt. Col. Col. Thorate Control of the INDI division, having replaced Lt. Col. Charles Control of the INDI division. Capt. Sherill A, Mutchenson was the Col of INDP before It merged Into INDA. Receive Caldeell was the Chief of the INDI division. Capt. Sherill A, Mutchenson was the Caldeell was the Chief of the INDI Division of the INDI Division (INDI). The Control INDA Caldeell was the Chief of the INDI Division from 1972.11

Manning Strength

As of December 1984, the authorized strength of AFIS/INO was as follows:

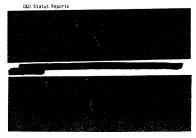
AUTHORIZED*

OFFICERS	35
ENLISTED	27
CIVILIANS	31
TOTAL	93

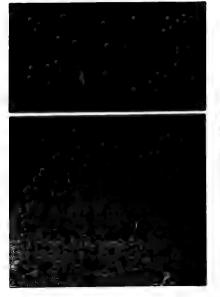
*These figures do not include the AFIS billets in AF/IMEG (AFIS/IMOZEEG), AF/IMEK (AFIS/IMOZEEK), AF/IMER (AFIS/IMOZEEK), AF/IMER (AFIS/IMOZEEK), AF/IMER (AFIS/IMOZEEK), Include figures for AFIS/IMOA, IMOL, IMOH, IMOI, IMO

SPECIAL STUDIES

The Special Studies Division (AFIS/IMAO) was the AFIF orce executive agent and the ASS/I's designated representative for all-source analysis, reporting, and intelligence production on all foreign certains and intelligence production on all foreign certains and intelligence community, and the Matienal Command Authority on issues concerning Bab and provided Dall Command Authority on issues concerning Bab and provided Dall calculations of the agric commands. It provided tailored imagery analysis and explored commands, it provided tailored imagery analysis and explored extincts, interagency intelligence memorands, and long-range analysis and assessments regarding enemy aerospace force capabilities or systems of the approximation of the ap



*[n_1984, "denial and deception" (DBD, replaced the term "camofrlags, coresiment, and deception" (CDB), bepinning with 1884's Status Report, 29 Aug 84. This was done because the term came into common usage during the initial work on the Denial and Deception Analysis Committee (DuAC) and the widespread assymption that the usage would become common by "dustat." It had not



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Norming the I be faither, helps Townsend explained the filth faither mere to proplem articulated concerning the filth faither. The faith destinated whether the filth concerning the source tradept COO process mere not in fact intentional. The response notes the films descend means the second electric notes the films of the well-bed descend the concerning the mere to the faither than the descending presently. There is no created to him? FO



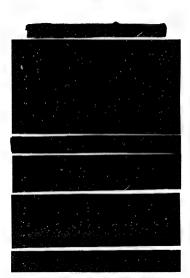


Dissemination of D&D Information

Throughout the year, the Special Studies Division presented briefings and participated in discussions with the purpose of "resensition" the U.S. intelligence community and purpose of "responsible scivity. The IROS community and purpose of the Property of the IROS community of the IROS







-- AFIS/INUA is supported by:
- DIA (Intelligence products, access to AIRES and DIAOLS/COINS, especially CAMCON, printing of publica-

tions, and imagery reproduction)
- NSA (Intelligence products, access to COINS, especially SOLIS

+ CIA (Intelligence products)
- NPIC (Imagery, intelligence products, and access to NOS)

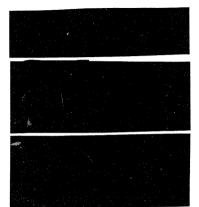
- AFSAC (Intelligence reports and MUMIAT tasking

-- The primary users of AFIS/INDA's products:
- ACS/I and CSAF

- USAF MAJCOMS

- USAF intelligence schools - AF Combat Survivability Steering Group - Combined Arms Combat Development

- D&D Technical Review Group



During the year representatives from 100% also briefed instructions and scheduls at the ABGON Technical Training South at Goodfellow AFB, Texas, the 3400 Technical Training Group, Lower AFB, Coloredo, and the United States AFF force Agademy. At the technical training facilities, the 100% personnel assured with technical training facilities, the 100% personnel assured with the company of the 100% personnel and training facilities. The 100% personnel assured with the 100% personnel and the 100% personnel and training propers Curricula, 43 hing 600 saternal into school and training propers Curricula, 43 hing 600 saternal into school and training propers Curricula, 43 hing 600 saternal into school and training propers Curricula, 43 hing 600 saternal into school and training propers Curricula, 43 hing 600 saternal into school and training propers Curricula, 43 hing 600 saternal into school and training propers Curricula, 43 hing 600 saternal into school and training propers Curricula, 43 hing 600 saternal into school and training propers Curricula, 43 hing 600 saternal into school and training propers Curricula, 43 hing 600 saternal into school and training propers Curricula, 43 hing 600 saternal into school and training propers Curricula, 43 hing 600 saternal into school and training propers Curricula, 43 hing 600 saternal into school and training propers Curricula, 43 hing 600 saternal into school and training propers Curricula, 43 hing 600 saternal into school and training propers Curriculated School and training propers Curricula

Coordination on Earth Observations Projects

On 20 September, Capt. Sherrill A. Hutchinson of INGA visited the Johnson Space Center, Houston, Texas, Earth Observations Projects Office. This office was responsible for all hand-held imagery taxen on board shuttle missions. Its primary tasks included selecting imagery requirements for each mission. preparing prelaunch training aids, training astronauts, and post launch developing, cataloging, and distribution of imagery, Captain nutchinson met with the manager of the Space Shuttle Earth Observation Project and an Army major who was a NASA astronaut. She was given ample opportunity to review imagery taken on four shuttle missions. Most shots were of cloud or geological formations; however, some were good enough to do order-of-battle counts, such as large ships. She selected fourteen shots. including some of the Persian Gulf, Red Sea, Strait of Hormuz, which could be of use in morning briefings. In addition, she received copies of imagery catalogs for previous missions and had IACA placed on distribution for future missions, 45

Preparation for SALTY Duhid

In the latter part of the year, personnel from the Special Studies Division participated in preparator, efforts for the SA-TI DENO demonstration of air base survivability techniques to take place at Spanganier An Fase, Germany, 22 April 1994 (SS. 1995), and the required responses, 22 April 1994 (SS. 1995), and the required responses. The denial addicated one of the property of the part of the property of the pr

The Special Studies Division critiqued the "SALTY DEMU Test Plan." "HO JSAFE/JOXS Flan XXX SALTY DEMO 85," and "SALTY DEMO SS CCGO Milestones," and established direct contact with SALTY DEMO Janners. By November, Rajor Townsend of IRAM was able to report the following: "The SALTY CEMU SCGO Demonstration appears on-track and well-conceived." At that time IRAM was considering supporting SALTY DEMO by providing a video briefing of survivability. 3al and deception associated with sur base survivability.

On 22 November, Major Tomsend noted, "SAITY DEPN with be big in the factical Air force and we will look good if we'd o good." An also noted, "in a conversation with a recent USAFE/NOA returnee, denial and deception is an extremely low priority JSAFE. It basically is not worked. I personally believe that if we can get the CAMOM data beer really on-line, MAJOMS will be able to some efficiently incorporate DBD into their Intelligence and the presently, it smally requires too much research

AFIS RESERVE SUPPORT

buring the year, the Special Studies Division continued to Integrate Air Force reservists into the denail and deception field. The division was relying on reservists to assume a greater (CACCOA), in July, the reserve Detached Francing State (DTSs) involved with D&O activity were DTS 4. Lower AFB, DECAS (DTSS) involved with D&O activity were DTS 4. Lower AFB, DECAS (DTSS) of DECAS (DTSS) involved with D&O activity were DTS 4. Lower AFB, DECAS (DTSS) of DECAS (DTSS) involved with D&O activity were DTS 4. Lower AFB, DECAS (DTSS) of DECAS (

CONTRACT RESEARCH

The Special Studies Division continued to fund research organization parts through the Federal Research Division of the Library Clongress and the Arnold Engineering Development Center. At the Greening the Consum of Study was on Soviet Connects of camonifage, and Special Control of the Control of Control of

*CAMCON is the Air Force Denial and Deception (formerly Campuflage, Concealment, and Deception) Data Base.



DATA AUTOMATION SUPPORT

To increase analyst efficiency, AFIS/IMOA planned data and office actuation initiatives for fiscal year 1885. The Atomated Message mandling System (AMMS) was planned for installation in 1985. The word processing inventory aincreased, and the unit stated a requirement for desk top computers. Also during the year, the division sektedho did data automation "Speer plan" to impose concrence on its decounting of the planned of the program of the state of the planned of the

MEEKLY ACTIVITY REPORTS

Starting 1 May 1984, the division began printing a weekly activity report as one way to inform the new division commander about the activities and projects of division personnel. The reports were continued to establish a data base of historical information, 53

AFROSPACE INTELLIGENCE

The Aerospace Intelligence Division continued to produce and disseminate the Air Force Intelligence Daily message (AFID) and numerous special messages on a regular basis, 59

Intelligence Briefing Branch

Ine six-member officer staff of the Intelligence Briefing Branch conducted current intelligence briefings for the secretary and chief of the Air force on behalf of the assistant 40

chief of staff, intelligence (ACS/I). The briefers also provised current intelligence presentations to senior Air Staff agencies, with the Air Force Surgeon General and the Air Force Directorate of Plans being added in October and December of this year, respectively. The United Kingdom and, Australian Liaisons also continued to receive briefings by INOVA.PS

Manning the branch twenty-four hours a day during the duty week, the briefers were responsible not only for editing and planning items to be briefed, but also for determining, procuring, and interrogating the graphic/video support that complements the script. INOZA compiled the items sent to the Senior Intelligence Officers in the major commands and special operating agencies throughout the Air Force and conducted briefings on pertinent intelligence developments specially directed by the ACS/I. Examples of briefings requested by the ACS/I were as follows: a special briefing on European nuclear force improvement programs for an officer bound for an assignment as assistant defense attache for the united Kingdom; a "Global Challenge" briefing for distinguished civilian visitors, a "Soviet Threat" briefing for the National Guard unit in Nashville, Tennessee; and, in a joint effort with AF/xO, a special briefing on Afghanistan for the chief of staff of the Air Force.56

Intelligence WATCH

The Air Force Intelligence Walfer was a twenty-four hour, sever-day a week operation primarily responsible for apprising the AGS/I and the Wilhardis staff of fast-breaking intelligence events. Two notable changes in the WATGO arming the year were the completion of the process to man the WATGO by an all-officer cade to the process to man the WATGO by an all-officer cade to the processor is severed and the complete of the processor is severed and control of the processor is severed and consistent of four second liquid entry in the walful was approximately now year. 3º

The requirement for another "permanent Walton officer became necessary during the summer ion order to man the Arr Force Liaison desc in the National Military Intelligence Affect," Antique Affect, and a five-week period every six months, permanent waterstands. For a five-week period every six months, permanent waterstands and the following: ensured designated intelligence products (cables, supplements, appraisals, summaries, and dacons) were received by the walfor for rapid dissemination; ensured significant messages, received mours earlier through the MSS (MMIC Support System), were sent to analysis (Afflack, or timely appraisal; obtained the DIA countries of the MSS of the

help monitor the situation as it unfolded in the Alert Center, thus supporting the AMTCs and IRER analysts with up-to-the-ned details which suppir to the major the major to the major to the major to the major to the major the major to the major to the major the major to the major the maj

Three of the permanent WATCH officers were able to attend the Indications and Warning School - an event that was expected to be part of a trend. Also, permanent wATCH officers participated in the US-directed exercise, PDMDER RIVER, for the first time during the year, and participation was expected again in 1985.59

hes ex_upment professed in 1983 (television, VCK, geochron and offer-closks, were received in 1984. Although the television was initially envisioned as a one channel system, the will received authority for an expended cable gystem. The system control of the con

The wATCH continued to prepare daily readbooks for the Air Force chief and vice chiefs of staff, the ACS/I, DACS/I, INC. D/INC, division chiefs and analysts and to maintain Alert Officer Logs and wATCH Highlights of significant events and developments, 61

Executive Intelligence Branch

At 000 hrs, staff from the new Executive Intelligence Branch (1802) began preparing the Air Force intelligence Morring traditions leading to the Air Force intelligence Morring traditions with the control of the Air Force and Intelligence events specifically for the chief of staff of the Air Force, as well as for over suff-three sentor Air Force and interagency consuming the majority (37) were distributed to air staff offices; the rest were sent to them-level 080/000 offices, including the deputy

secretary of defense. One copy was also sent by courier to the White Situation Room, and information from the <u>Moranna Highlights</u> occasionally reached the President of the United States.⁵²

and "Nozz's responsibilities also involved the development of several in-depth, all-source, tailored intelligence briefings. These briefings included a classified presentation of "Soviet Force Modernization," a Worldank Carlos Activity briefing, and an Air Force Intelligence Activi

The Executive Intelligence Branch maintained its own and viewerpan library, and possessed an archive of all briefings composed during the year. To handle the increased workload, a second officer billet was added, bringing the total time. At present, 10/2, was in the process of colatining a permanent 2026 AND bills. Although office month of balling as the scope of the branch's duties and responsibilities continued to expand.64

INOZ Administration

The administration for INGZ continued to support various branch duties, as well as provide personnel support for the entire division. Primarily responsible for requirements orininated by the Briefing Branch, INOZ Administration assisted in the following. Is prepared scripts for the daily intelligence briefings, 2) readied briefings and accompanying visual support for mailing to other agencies and commands, 3) ensured copies of the AFID and AFA messages were sent to designated recipients. 4: provided assistance in completing messages that had to be specially handled for the ACS/I and chief of staff of the Air Force when they were on TDY; and 5) provided projectionist support for priefings. INOZ Administration also assisted division personnel in processing forms for changes in rank or AFSC, as well as obtaining leave authorization numbers for members taking time off. The Administration unit also maintained a library of over 100 volumes 65

AUDIOVISUAL PRESENTATIONS

The Audiovisual Presentations Division was responsible for providing the audiovisual expertise to creete, modify, and maintain graphic displays for the purpose of informing appropriate audiences on intelligence matters. The division served as the agency representative in inter-objectmental audiovisual matter appropriate in the programs of the program o

At the end of the year there were seven civilians and seven enlisted personnel working in the division. 56

Presentation Support

During 1884, the division supported not only AF/IM, AFIS and AFSA, but other agencies such as the Electronic Security Command, the Air Mar College, Air University, and the 12th AF/SSO in Bergstrom, Feast. The support was in the form of viewgraphs (visual aids), 6X10 inch color Extachrome transparencies, and 35mm sindes.67

During 1984, 1807's production exceeded 12,000 presentation ands. To produce this quantities over 45,000 united work were accomplished. The division also completed over 750 km/r requestric Kap properatizing presentation efforts, or foregating the production of the production of the presentation of the pre

In March 1984, Mr. Caldwell and Mr. reitiman attended the Sentor Intelligence Officer's Conference held at nomestead AFB, Florium. Their job was to support the conference with audionisual aids and to produce graphics for the Current Intelligence Briefing, presented at 0700 hrs daily. Of

Photographic Support

The division's pools production for 1984 was the highest in many years, with over 25,000 35mm color sites produce, small portion of which was in direct support of other commands. In Appart 1984, 1907 was summed dealerman statement of the commands of the

Working Space Concerns

The division's main concern was with working Space.
According to JNO personnel: "Inadequate space create by safety and security hazards for the working staff. Examble: Both provide proposed to the space space proposed to the space space provide provide proposed to the space s

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MISSION

The Directorate of Target Intelligence (APIS/INT) was the AIT Force office of primary responsibility for target intelligence to include second the primary responsibility of the primary state of the

Some of the functions of the Concepts and Applications Division (1NTA) were the following:2

Developed, recommended, and coordinated plans, policies, and positions on Air Staff and Joint Chief of Staff actions that related to target intelligence.

Collaborated with Air Force research, development, testing, and evaluation community on applying target technologies, methodologies, and capabilities to advanced weapon systems.

Maintained liaison with and conducted periodic visits to major commands, special operating agencies, and other multipry services and Department of Defense agencies on matters related to target intelligence, target materials, and weaponeering

Served as the office of collateral responsibility for the targeting career fields. Reviewed and monitored utilization, classification, and training of L.S. Ar Force active duty and reserve personnel in these career fields.

Some of the functions of the Mapping, Charting, and Geodesy Division were the following:³

Developed, recommended, reviewed, and coordinated on plans, programs, and policies of the Air Staff, Joint Staff, Unified and Specified Commands, and Defense Agencies relating to Mapping, Charting, and Geodesy (MC&G).

Collaborated with the Air Force research, development, testing, and evaluation community on applying MC&6 techniques, methodologies, and capabilities to advanced weapon systems.

Acted as the Air Force authority for validating and monitoring MC&G and geophysical data requirements submitted

to major commands (other than J.S. commands) and special operating agencies.

As functional manager, monitored Air Force officer and emisted cartographic and geodetic career fields.

PERSONNEL

Key Personnel

1. (o) Phillip D, wilder was the acting director of the INI from 1 September 1938 until 1 5 September 1934 when he was reassigned to the AD.50(1), Pentagon. Colonel Thomas C. Lee was appointed the new director, effective 24 Apps 1934. Colonel conficiently replaced Colonel John S. Kickeney, the director, who been the chief of Ingets, linellipsence Genter Pacific, and been the chief of Ingets, Intellipsence Genter Pacific, and Colonel conficiently of the Concepts and Colonel Colonel

Manning Strength

 \blacksquare As of 3. December 1984 the manning strength of the directorate was as follows 5

AUTHORIZED ASSIGNED

PERCENT

	A COURT OF THE PARTY OF THE PAR		1200000
OFFICERS ENLISTEL CIVILIANS TOTAL	13 3 6 22	13 3 6 22	100% 100% 100% 100%

TARGETING MATTERS

Conferences and Meetings

During the year, the Directorate of Targets hosted the JSAF Target Intelligence Conference and conducted the winter meeting of the Joint Munitions Effectiveness Manual (Air to Surface, Operational Sers working Group.

USAF Target Intelligence Conference

The Directorate of Targets hosted the third JSAF Target
Intelligence Conference at Meadquarters, Electronic Security
Command, Aelly AFB, Texas, from 6-10 February 1994. Conferees
included sixty-one representatives from Ementy-six different

elements of the worldwide targeting community. Within the overall theme of "Upwances in largeting," the conference served a twofold purpose: 1) served as a forum for discussion of the current status and future development of targeting theory and practices, and 2) served as an educational process through which sentor targeteers could be brought up-to-date on matters affecting their

Among the topics discussed were the following: "Law of Armed Conflict," The Inreal from Space, "Strategic Defense Initiatives," "unconventional warfare," "Defense Nuclear Agency Targeting Support," Target Analysis Decision Aids," "SIP Targets Development Process," "Perishable Targets," "Relocatable Targets, "Cruse Missie Targets," "Naval Mine Warfare," "COSM Data Bases," "Airland Battle," "Lamouflage, Concealment, and Deception," "Soft Copy Miss." and "Manopower Issues."

The INT directorate published the proceedings of the conference, which included summaries of presentations and discussions, such as the following: 6

. aw of Armed Conflort

tt. Col. Donald Woods, International Law Jision, Office of the Judge Advocate General, discussed targeting implications of the Law of Armed Conflict. Of particular interest was the 1977 additional protocols to the General Convention. These civilian population against effects of hostilities. Specific provisions impacting on targeteers were restrictions on targeting civilian populations, and cultural objects and long term effects on the national environment. Also discussed was the Services/Ser 1880 Conventional weapons Convention which deals with 1880 Conventional weapons Convention which deals with

DISCUSSION: The follow-on discussion centered on the non-applicability of the protocols to nuclear weapons; ability to determine the presence of civillans in the area of attack; and the postition of alities on the protocols. .t. Col. woods provided the conferes with handacks which expanded on the protocols discussed.

unconventional Warfare

Lt. Col. Greg Jannarone, 2 AD/XP, presented a comprehensive, in-depth briefing on unconventional

warfare. Lt. Col. Jannarone defined the Special Operations targeting cycle; addressed the optimum role of Special Operations Forces - deterrence; discussed operations of the second operation of the second operations of the second operation operation of the second operation operation operation of the second operation operat

DISCUSSION. A lively discussion ensued focusing upon the role of the targeter in unconventional warfare, requirements for targeting billets, and formal courses designed to enhance the targeter's knowledge of Jw.

Cruise Missile Targeting

in response to requests from several commands for information or cruse smallest targeting.

of IPAC addressed the conference on the rount targeting effort for the fonahaw crusteem smalle. I discussed Tomahaw crusteem smalle. I discussed Tomahaw crusteem smallest and Initiations which affect the targeting process. He highlypated the extensive data base requirements for crusteem smallest and the need for specialized intelligence products to support target/sission trapes selection process for crusteem smalles, mission planning g_idelines, and targeting constraints which arise from a variety of Sucreting constraints which arise from a variety of Sucreting constraints which

further presented generic target lists for various types of cruise missiles and outlined some projected improvements in the Tomahaw missile system which were expected to significantly enhance its cambilities.

There were five conference action items:8

1. Examine the requirements in Air Force Regulation 36-1 for entry into the targeting career field to include grade and AFSC criteria.

2. Examine the possibility of acquiring reserve targets officers to help fill active duty forces shortfalls.

3. Examine the need for establishing a library for targeting applications software. 5. Address the deficiencies in identifying digital geographic information requirements to support the targeting mission of the Air Force.

JMEK Operational Users working Group Meeting

As the office of primary responsibility for the Joint Munitions Effectiveness Manual Air-to-Surface uperational Users Morking Snowp (DUMG) the IAT directorate conducted the winter meeting, held 14-16 November at the haval Air Station, Fallon, Nevada. 11

During the meeting, six action items were agreed upon:

1. The OUNG chairman was to arrange for a representative of the Chemical Working Group to brief progress on chemical Weaponeering methodologies and follow-on plans for functional degradation analyses at the next OUNG meeting, 12



3. The OUNG was to survey members to determine if a need existed for risk estimates data for attacks conducted perpendicular to friendly troop positions. Current risk data assumed a parallel attack. 14

4. The OUwG chairman was to request that DIA provide an update on its blue-on-blue effort for the next OUWG meeting. $15\,$

5. The Basic Manual Group was requested to evaluate the following suggestions and provide feedback to the DuMs:

a. Given the current widespread use of low level tactics, it is desirable that the trajectory and pattern graphs be expanded somewhat to cover releases down to 200 feet, 16

b. The caution provided with Figure A-1V-1 should be rewritten to indicate that individual meapons have release restrictions which may make it impossible to use the full range of aircraft intervalometer settings; aircraft flight manuals should be consulted for specific information.¹⁷

6. The Basic Manual Group and Methodology Working Group were requested to evaluate the following recommendation and provide feedback to the OUNG. 18

The methodology for evaluating ouns and rockets against area targets calls for use of modified Basic Manual open end method 3. use of 100 foot stick length mappear questionable for impole rocket firing. For straing attacks, strafing length is required impole for rocket manual training and the straining length is required impole for the straining attacks, strafing length is required impole for the straining and the strainin

7. The OUWG chairman was requested to draft an appropriate sample problem (in connection with Action Item 6) for inclusion in the basic Manual 200

Publications

Regulations

AFR 200-16

Following the uprade of the Targets Division to concentrate status, the ASOJ tasked the HIM directorate to prepare an Air Force regulation for targeting. INT's charter was to write the regulation to help solidity. INT's role as the Air Staff executive agent for targeting matters, functional manager of BOSZOJOLI career fields, and systems monitor for waspens and intelligence systems impacting on targeting. Also, the regulation intelligence systems impacting on targeting and the appear of the accordance of the Air Staff of the Ai

AFP 200-31, Volume 1

In 1996 the Air Force and Army agreed to use two separate documents to analyse nuclear weapons effects against fixed and monite targets. AP-50, "DIA Physical Vulnerability madbook-Alcier weapons," was to be upset to weaponer and the agreement of the Army of

FM 101-31-1 explained how to use FM 101-31-2 and unitined Army doctrine as it related to the planning and employment of nuclear weapons in combat operations at the corps, division, and briade level. The Air Force did not adopt FM 101-31-1 in conjunction with FM 101-31-2, because the former was called a "doctrine" publication. The Air Force (FA/RADID and FIS/RAT) determined that the manual old not contain "doctrine" and fine in 10.3 terms. The FA Fr Force considered the document as procedural publication. The Air Force considered the document as more specially contained the contained of the cont

ATIS/INT. In a joint effort with the US Army Nuclear and Chemical Agency and the NAVY (PR. revised FM 101-31) to reflect the art, land, and naval perspective on planning and employment of muclear weapons against land mobile/battlerield targets. However, the Army retained the word "doctrine" in the title and referred to the text as Army doctrine. Nonetheless, the adoption of this document was amother positive step in the development of joint planning tools.

Although staffing was completed in 1984, FM 101-31-1, was expected to be published in February 1985 as AFP 200-31, Volume 1.

Technical hotes

In October 1984, the INT directorate started publishing Technical Notes, which were simple reports, unofficial but authoritative and signed by authors, for the dissemination of information on subjects pertinent to targeting. Technical Notes (THS) were assigned numbers, corresponding to the year of preparation, followed by a serial number. A listing of INT Technical Notes for 1984 follows:22

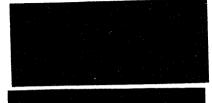
NO.	DATE	SUBJECT	AUTHOR	CLASSIFI- CATION
84-01	11 Oct 84	Nuclear weaponeering	(U) Mr. Vogt	S/RĐ
84-02	5 Nov 84	Air Force Contingency Targeting Support Cell (b)	Major Lecklider	J
84-03	23 Oct 84	Mapping, Charting, and Geodesy Manpower Recommendations (6)	Major Davey	L
84-04	19 Nov 84	USSR Target Hard- ness (U,	Captain Eliasso	n C
84-05	20 vec 84	Red-on-Blue Nuclear weaponeering (v)	Mr. Vogt	TS

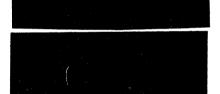
Target Director's update

Juring the year, the directorate continued to print and disseminate the unofficial newsletter "larget Director's Judate," which was first published on 27 December 1983. The purpose of the newsletter was to inform the targeting community of current issues, articles, publications, and items of interest. Some of the subjects reported on in the three issues prepared in March, June, and September 1984 were as follows: Geodétic and Geophysics Conference, Joint Line Fire Test Program, Senior Dedition of Conference, Joint Line Fire Test Program, Senior Dedition Conference, David Conference, APRAMY Live Fire Tests, Infrared Maygick Developments, and ULCHI FOUND LERS. An Air Staff Perspective, 53

Hard Target Munitions Project

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Significant TDYs

While the Directorate of Targets sent representatives to significant trips were made to the Pacific and European theaters.

European Theater

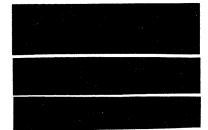
From 25 June - 9 July, Mr. Constantine N. Pappas and Capt. Laurie S. Einasson visited sites in the United Kingdom and

the Federal Republic of Germany. The purpose of the visit was to discuss targeting and mapping, charting, and geodesy (MC&G) issues with theater personnel and to provide INT personnel with a continued familiarization with theater targeting and MC&G issues.27

The two INT representatives also discussed one major initiative. CREEK PRESS, which was USAFE's effort to provide indepth target intelligence in support of sophisticated weapon systems and precisely-guided munitions, such as the F-III with the PavE TACK navigation system. The INI directorate was going to continue to provide support to USAFE/IME in this area. 30

Pacific Theater

From 5-17 August 1984, Lt. Col. Thomas E. Vincent and SMSqt David .. Simpson visited the Pacific Theater. Colonel Thomas E. Lee, the incoming INT director, joined them for the Japan and Korea portion of the trip. The purpose of the visit was to receive an orientation on the targeting perspective and function for the Pacific Theater, to discuss significant theater targeting issues, and to contact officer and enlisted targeting personnel, representing 187 as the functional monitor of the targeting career fields, 8085 and $201\times1,31$



At all stops, Lt. Col. Vincent and SMSqt Simpson individually interviewed all assigned and available officers and enlisted personnel in the 8005 and 2011 Career fields. A total of thirty 8085s and fifteen 201Xis were counselled, which included career counseling, training, and personnel assignment destress. 55

Requested Weapons Target List

Officers Position Description Book

MAPPING, CHARTING, AND GEODESY

During the year, the Mapping, Charting, and Goodesy Division (INTB) sponsored two conferences, one held at Bolling AFB and one at St. wouts, Missouri.

Conferences and Meetings Sponsored

First NC&G Conference

The Mapping Charting, and Geodesy (MCAG Division of the Unrectored or Jargets holde and sposioned the first two force MCAG Conference, 18-19 October 1848, at Soling Affect Soling Affec

The MCES Conference Action Items were as follows

Mapping and Charting39

1. AFIS/INTB was to neguest that the Defense
Mapping Agency (DVA) graphically represent special products
in the Grey Book and in the DMW catalogues as was currently
done for standard products.

2. AFIS/INE was to request that NW further define the area requirements procedures for research advevolpment (850) requirements. The submission process for current annual rear requirements was an identification of a midrange time frame (three to eight years) and did not allow for RGO requirements where usually less than three

 3. AFIS/INTB was to discern the benefits of the National High Altitude Program and procedures for requests to the U.S. Seglogical Survey.

Geodetic and Geophysical40

1. Attendees were to keep each other apprised of Air Force and/or DNM activities that affected each other.

2. USAFE and AFIS/INT were to propose efforts to equip and train the 601st Tactical Control Wing.

3. AFIS/INT was to provide USAFE with requisite data excerpted from the Navigational Aid/Inertial Navigation System (NAVAID/INS) study.

4. AFIS/INT was to investigate and insure that the Geodetic and Geophysical Support Automated Listing reflected timely and correct status of surveys and other geodetic and geophysical information.

Policy, Plans, and Requirements 41

AFIS/INTB was to delete the unclear paragraph on ordering and stocking maps in AFR 96-3, the next time the regulation was updated.

Digital Cartographic Data42

1. AFIS/INTB was to arrange for a technical indoctrination visit for Air Force MZ& command points of contact to the Environmental Research Institute of Michigan at Ann Arbor, Michigan.

2. AFIS/INTB was to determine the mechanics for establishing a "clearinghouse" for micro-computer software application programs for the use of digital geographic data by the Air Forca.

AF GRG Conference V

The fifth Air Force Geodetic and Geophysical (GGG) Conference was sponnored by ATS/SIMTB and hosted by the Defense Mapping Agency Aerospace Center, St. Louis, Missouri, 6-8 March 1986. Conference attendeds and Louded Air Force agains, charting, managers; action officers in GGG related projects; Air Force survey personnel; and Defense Mapping Agency personnel. The conference examined present and future weapon systems required to carry out the Air Force mission and addressed the related geodetic

The following were the recommended action items:44

a. Air Force will propose new G&G technical objectives for advanced weapon systems. (Action: AFIS)

b. Air Force commanders with survey resources and DMA will develop understanding and/or agreement on the use of survey resources. (Action: DMA, SAC, AFIS, AFCC)

c. 646 principals will investigate the use of Ministure Interferometer Terminal for Earth Surveying (MITES) positioning capability in support of future positioning requirements for advanced space-based weapon systems. (Action: AFIS, AFSC, AFSC, DW, et al.)

d. Air Force will schedule meeting to discuss AF 222XA concerns. (Action. AFIS, SAC, AFCC, DMA)

e. Air Force will reassess survey requirements staffing process, streamline, and close loop. (Action. AFIS, AF Command Representatives)

f. Air Force will continue monitoring the implementation of the world Geodetic System 1984 (W65-84) and its impact on Air Force operations. (Action: AFIS, AF commands)

g. Affected parties will have technical interchange meetings to discuss Military Grid Reference System designation problems and viable alternatives. (Action. AFIS, TAC, DVA)

n. DNA will augment existing data bases with geodetic data for selected airfields to satisfy TAC requirement. {Action: AFIS, TAC, UNA,

SAK SR Definition Meeting

On 6-7 September 1984, the Mapping, Charting, and Geodesy Division convened a meeting to establish guidelines and the conduct of a requirement's definition study for the determination of the digital clast required to support simulation for the desiration of the desiration of the desiration of the desiration of the forest part of the f

Membership on Committees and Working Groups

OSO Digital MC&G Transformation WG

As a member of the QSD Digital MC&G Transformation Working Group, the INTB representatives were involved with the issue of the Defense Mapping Agency's "transformation" of DMA standard data to satisfy the unique requirements of weapon systems and training devices. The number of programs requiring transformations had grown from two to nine, six of which were Air System contractors developed transformation programs without DMs input. The contractors then turned the proprams over to DMA, which absorbed all further computer time and labor costs. DMA's position was that it could not continue to transform data to individual requirements because of manpower and hardware limitations. As of October 1984, the conclusion of the INTO representatives was as follows: "Air Force stated position is AF should not accept responsibility for basic transformation of DMA data." By year's end, the transformation problem was not yet resolved.46

working Party 64

The Mapping, Charting, and Geodesy Division was tassed to coordinate with other services and provide a U.S., Mattonal Committee's review of the report of the ZZth meeting of kepting Party of Apronactical Charts and Fight Information Fublications. The division accomplished the tasking in 1984, and the contents of Lacommittee of the Art Standards and Committee of the Art Standardstation Committee. A succommittee of the Art Standardstation Committee.

MC&G Area Requirements

Each year the InTB division prepared a report on Air ore requirements for MCG products, identified on the basis of operational area, priority, and program objective measurands (PUM) cycle. In requirements represented a consolication operational requirements submitted by major commanus and separate operating apporters and were restricted to essential product the Air force mission. Submitted by Major commanus and separate of the Air force mission. Submitted by Major commanus and separate part of the Air force mission. Submitted by Major (Air Major Major (Misson)) and Major (Misson) and Misson (Misson (Misson) and Misson (Misson (Miss

Support for Weapons Systems

The Mapping, Charting, and Geodesy Division and the INT

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directorate were involved with supporting three major weapons systems during the year, B-1B, F-15, and F-16.

8-18 Program

During the year, the INTS division coordinated with the Definise Happing Agency (DM) on data base support for the 5-18 and the 8-18 Weapon Systems Textner (AST). In January, INT sent the MA a summary of the stated requirements for the 19 MS of the MA as th

Defaming Mapping Agency, Strategic Air Command, Aeronatcal Systems Division, and Rome Air Development Center net and were briefed that Division, and Rome Air Development Center net and were briefed that Division and the Command Aeronatcal Systems of the Command Aeronatcal Syste

In January, the INT directorate also validated mapping and charting support to assist the θ -18 Special Program Office and the Combined Test Force at Edwards AFB, "California, in the testing of the θ -18 and its avionics systems. The data requirements were sent to the DNA,51

F-16 Digital Cartographic Support

In October, the IATB division reviewed and validated an Air Force Systems Command requirement for digital cartographic support for the F-16 Improved Digital Radar Landmass Simulation System. The requirement was forwarded to the Defense Mapping Agency, using tempinology learned from the B-18 requirements submission pages, do: 52

F-15E WST Digital Cartographic Support

in November, Colonel Lee, the new AFIS/INI director, sent to the DNA the AFIS: valiated requirements for distance cartographic support for the prototype F-15E Weapon System Trainer (MST). The purpose of the F-15E KST was to provide high first mission rehearsal training to both the plot and weapon system of the colon of the provide high first mission rehearsal training to both the plot and seapon system of the colon of the provide high first missions that the provide high seasons with the provided high seasons with the pro

Mr. Neil Sunderland, who worked with AFSC representatives on the F-ISE project, noted that AFSC's Aeronautical Systems Division planned to have the contractor for the MST responsible for data base construction and transformation. 54

E&E Requirements Support

The Mapping, Charting, and Geodesy Olvision worked with the AFIS Directorate of Joint Services Support (1Mu) in support of two major projects, the production of a map for Exercise RIOGI RUNKER and the validation of evasion and escape (6&6) requirements for transmittal to the Defense Mapping Agency.*

Map for Exercise RIDGE RUNNER

During the ATIS/INL's evasion and escape Exercise RIDGE RUNGER, 20 August - 4 September 1984, participants used approduced by the 30th Engineer Sattainen and validated by IRLS. He may use of the exercise area, Caspo Daviou, west Virginia, National Contents of the exercise area, Caspo Daviou, west Virginia, containing and information boat of the second production of the second information and the

ELE Requirements Dilemma

In April, at the Air Force Mapping, Charting, and Geodetic Conference, a briefing explained the problems associated with the production of evasion and escape charts (EVG). In summary, the Air Force had a requirement for expanded EVG coverage to the Defense Mapping Agency (DMA) for over ten years. The UMA, however, since 1975 held in abeyance all 1875 production, pending

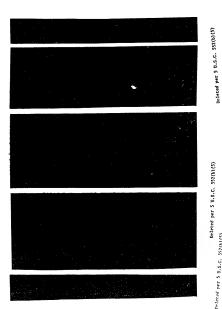
*For additional information on the RIDGE RUNNER map, see the section in this History on AFIS/INJ.

the production of a aninaturized chart viewing device (CVD). The CVD was intended to replace exists of charts in aircraft in the CVD was received to replace exists of charts was prohibitive, and the CVD was to produce the device, but it placed the production in low priority status. Thus, a dilemma surrounded E&E chart production. The DVM would not produce me except and evision Charts because of the CVD was also considered the control of the CVD with the CVD was also considered the chart viewing device in the near future, 50 and to produce the chart viewing device in the near future, 50 and to produce the chart viewing device in the near future, 50 and to produce the chart viewing device in the near future, 50 and 10 and

The AFIS Directorate of Joint Services Support was working with BIM directorate in finding solutions to the dilemen. The IN. directorate was the Department cannot be consolidating 900 requirements for charts and visconsibilitating 900 requirements for charts and visconsibilitating with sorting out Air Forge roles and policy on EVC and CVx for the Defense Mapping Agency.⁵⁷

Functional Management Inspection





Deleted per 5 8.S.C. 552(b)(5)



directorate was working to implement recommended changes and was expected to continue doing so throughout the following year.

MC&G Personnel and Training Issues

Throughout the year, the MC&G division examined career, assignment, and training issues affecting mapping, charting, and geodesy personnel.

MC&G Manpower Recommendations

An offsnot of the functional management inspection of the Technical Notes in October 1984. Maj. Stewart R. Davey propered the recommendations, major the Commendation, adjusted and the Major Stewart R. Davey and the Commendation of the Commendatio

Occupational Survey Report

In January 1984, the USAF Occupational Measurement Art Training Command issued an occupational survey resport of the Cartographic and Geodetic Officer utilization Field (AFS 57XX) and the enlisted Geodetic Surveyor Career Ladder (AFS 27XX). The AFIS MCAG division had originally requested the survey in 1982, through the Oirectorate of Estimates 60

Information during the survey was collected from 64 cartographic and geodetic officers, representing 91 percent of the assignes strength and from 87 geodetic specialists, representing 85 percent of their assigned strength.67

A summary of survey results follows:68

1. Job Structure: Analysis of the Job Structure of the AS 57% and ASS 22200 feelsd identified seven Job groups. The Jobs were categorized plans and requirements, contract monitoring, management, training, surveying, and data preparation. The officer Jobs reflect substantial variety, while the majority of enlisted personnel performed as geodetic surveyors.

2. Classification Descriptions: A comparison of tasks performed with the AFR 36-1 (for officers) and AFR 39-1 (for enlisted personnel) Specialty Descriptions revealed resonably accurate summaries of the Jobs actually performed.

and task data with plans of instruction indicated substantial portions of the officer course in need of considerable review, while the enlisted course generally anneared appropriate for the jobs graduates performed.

4. Implications: Management intervention, in terms of additional authorizations, Affassignments, and additional education, appears necessary to build a utilization field sustaining force for the Cartographic and Geodetic Officers. Additionally, management should explore alternatives to the personal handship resulting from extensive TGF requirements for many MCAG officer and, partical-ray, emisted personnel.

Education and Training Requirements Conference

As a result of the occupational measurement Survey, the MGA division convened a conference on 10-11 July 1994 to establish education and training requirements for the 57XX and 22XD personnel. Twenty five persons attended, from seventeen organizations.697

The action items from the conference were as follows.70

1. AFIS/INT was to prepare a detailed proposal for Basic Cartographic Geodetic Program and FIT to provide new officers with a common foundation of relevant courses. The proposal was to include advantages and costs and was to be sent to 57XX using proposal for comment.

2. AFIS/INT was to gather information from universities and AFII to determine the feasibility of designing a core curriculum for a combined carbon endeting masters degree tailored to Afr Force needs.

a. AFIS/INT was to investigate the possibility of establishing an "education with industry" [EWI] program in subject area(s) applicable to Air Force cartographic geodetic requirements.

4. Action addressees were to review suggested subjects for a single, introductory, AFGS granting training course taken by all 5731 officers. Reviewers were to add to or delete from the subjects list and indicate knowledge levels required in each subject. AFS/INTN was to consolidate the AFF force position, negotiate significant disagreements and produce force force training requirements to the Defense Mapping

5. AFIS/INT was to assemble a list of potential short courses applicable to various MCAG positions and forward them to organizations with 57XX personnel for review and validation.

6. AFIS/I I was to distribute the schedule of instruction for the intermediate and Advanced Geodetic Surveying courses to five specified organizations for their review and then was to consolidate them for forwarding to the Defense Mapping School.

Regulrements for MC&o Officers Course

Subsequent to the Education and Training Registerents forerently the KM26 division assembled the initial course for Air force MCab officers, consisting of a common track with the other military services followed by a specialized Air Force Track. On 10 September 1958, the division sent the Course of the Course of the September 1958, the division sent the Course of the September 1958, the division sent the Course of the September 1958, the division sent the Course of the September 1958, the division sent the Course of the September 1958, the

Proposed Ewl Propram

Another result of the Education and Training Requirement Conference was INTS's proposal to AF/MPPE for allowing cartographic geodetic officers (AFSC 57XX), at the rate of about one per year, to train with industrial firms which used advanced state-of-the-art technology related to MCEG.72 In justification of the proposal, INTS stated the following:

Advances in computer technology are allowing the manipulation and display of large quantities of digital data. In particular, the capacity exists to work with data derived from aerial photography and cartographic sources to produce simulated displays representing areas of the earth. This ability will satisfy the visual and radar display requirements of aircraft simulators. automated mission planning systems, battlefield management systems, and the production of spe talized target materials for autonomous homing wear : and special operations. The technology is changing rapidly. with much of the improvement in techniques and capability being developed in industrial plants. An Education with Industry Program in this subject area will help the Air Force keen abreast of the state-ofthe-art and enhance the competence of participating officers. 73

The Air Force Directorate of Personnel Programs was unable to implement INT's proposal for fiscal year 1985, because Ewl program quotas were already filled. The directorate did inform INT, however, that its proposal may be implemented for fiscal year 1986.74

Review of Plans for Training New Junior Officers

Agency Aerospace Center (DMACA) not 1. Lours, Nissouri, to review DMACA plans for training and developing newly assigned juntor officers. During the 1984 DW MAGA Conference executive session, and developing newly assigned juntor officers are not to the contract of the contract and the contract of the contract and the contract of the

Attracting AFROIC Students to AFSC 57XX

in Movember, Major Davey make another trip in connection

with personnel matters to hQ AFROIC, Maxwell AFR, Alabama, my process to learn how NISE could attract and access appropriate college students to the cartographic geodetic career field through AFROIC, her exported, "We are welcome to contact selected AFROIC detachments for the purpose of recruiting cadets with desired academic qualifications. AFROIC recruiting operations will distribute a brochure on the Cartographic Geodetic Career Field to all detachments if we provide the master. ..."

As part of the same trip, Major Davey also visited USAFMC, Randolph AFB, attending Brigadier General Goodrich during briefings and meetings with AFPEC officials and coordinating 57XX personnel rotation plans with Palace Sentinel."

CHAPTER III

INTELLIGENCE EDUCATION AND TRAINING
DIRECTORATE OF JOINT SERVICES SUPPORT

DIRECTORATE OF SOVIET AFFAIRS
DIRECTORATE OF ATTACHE AFFAIRS

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DIRECTORATE OF JOINT SERVICES SUPPORT

MISSION

The Directorate of Joint Services Support (ATIS/INU) was the responsible Arf Force activity for intelligence aspects of the Department of Defense Combat Survival Program, including analysis and production of intelligence information related to U.S. prisoners of war and detained personnel. It was responsible for all operational aspects of Afr Force participation in remissance branches of the armed forces. It produced worldwide combat survival intelligence continengency guides and served as Survival intelligence continengency guides and served as conduct training program. It represented the Arf Force on Joint Services and interagency committees and working groups within death of the Conduct training program. It represented the Arf Force on Joint Services and interagency committees and working groups within death with corbot survival and prosoner of were policies and issues. It is personnel and was responsible for all Department of Defense historium and Johanna Architectors for the Code of Conduct.

ORGANIZATION

The directorate continued to be organized into two visions, Code of Conduct (18.42) and Oberose Support Programs (18.45). The former was divided to three branches: Training (18.46). The Computation (18.46). In the Computation of Code, and interpretable of Code o

PERSONNEL

key Personne'

ol. Romalo J. Weeb continued as the director of the John Services Support Directorate. Lt. Col. Larry L. Ledderwas the chief of the Code of Conduct Division, and Maj. Robert G. Dyssalt was the chief of the Defense Support Programs Division. DOGS Richard E. Shear was the chief of Administration until his retrement in March 1984. 3054 Mendell Newson assumed response retriement in March 1984. 3054 Mendell Newson assumed response to the Color of the Color of Col

Manning Strength

In December 1984, the directorate was manned at the following levels. 4

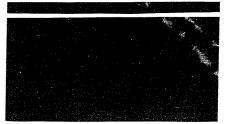
	AUT IORIZED	ASSIGNED	PERCENT
OFFICERS	7	7	100%
ENLISTED	5	5	100%
CIVILIANS	10	8	80%
TOTAL	22	20	91%

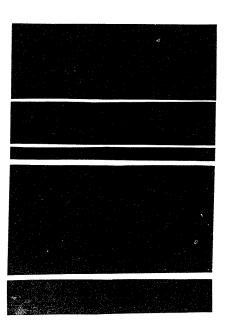
TRAINING

Debriefing of Lt. Goodman (USN)
On 17 January, Maj. Robert Dussault and Mr. John

Mitchell participated in the debriefing of U.S. havy Lt. Robert O. Goodman. Lt. Goodman was a naval flaget former of bombader/navigator, flying a combat mission over Lebando on 6 pecember 1951, when he was stord down, castured, and transported to DAMAGE, Syria. We was niver appeared, and transported to DAMAGE, Syria. We was niver pageded, and the Company of the Co

On 22 August, Mr. Mitchell, the chief of the Goue of Conduct Training Paper, sent each of the Department of versions Survival Evestom Resistance, and Excape (SERE) schools a copy of the debriefs in Intelligence resport 1.9%. He included a state of highlights and supplementary information to the IR, which were classified to protect those individuals who may have been subjected to a smaller situation in the future.





DOD Evasion Charts

ACS/I Establishes Policy

on 12 April 1984, Maj. Sen. Pfautz, the AGS/I, established responsibilities for the development of Opportment of Opportment of Operations (DOD) evasion charts. His action stemmed from a meeting 24 January 1984 between representatives of the Defense Aggregation of the Sentence of the Opportment of Targets (AFS/IT) action officers in the AFS Objectorate of Targets workning to the Opportment of Targets and AFS/IT), were to wish together to review evasion constraint of the Opportment of Targets and AFS/IT), were to wish together to review evasion constraints of the Opportment of Targets of Target

The ACS/I established three policies to unify all efforts related to evasion chart production.

1. Requirements for plastic evasion charts will be established for tactical users, who do not require an excessive number of evasion charts for their relatively short-range missions. Development of a hand-held color viewing device, with missivinged maps of an indicheld relativishing device, will have subject the state of the control o

2 unified commands will establish exasion chart requirements for their component commands, and will forward a single requirement to whis/Ar. The will review and consolidate all exasion chart requirements and forward them to BAA through the AFIS Intercturate of Targets (IMA AFIS/AR).

 Specified commands will forward their existion chart requirements directly to AFIS/IN. In accordance with para 5x[3],ff., JCSV 718-83. AFIS/IN. will review specified command requirements and coordinate them with unified command requirements, and will forward them to AFIS/INT for valuation and submissions to DBA.

Meeting with DNGAC Representative

On 27 March, Capt. Paul R. Broshear and Mont Charles M. Lovelady of the directorate, met with representatives of the Defense Mapping Agency, Agrospace Center (DMANC in Di. Jouls,

Misser: to disease and establish easten chart specifications. Each the was diseased at length and on again problems enencountered. The representatives in attendance agreed to produce a prototype chart of the services major ESE training areas in the COUNS instead of operational areas. Plant recognition data was to be provided by AFIS/IN by the end of Amery 1985. A tentative completion date of the provided by AFIS/IN. The training areas areas were also to be supplied by AFIS/IN. The training areas were also to be supplied by AFIS/IN. The training areas were also to be supplied by AFIS/IN. The training areas were also to be supplied by AFIS/IN. The training areas were also to be supplied by AFIS/IN. The training areas were also to be supplied by AFIS/IN. Carolina (USA); Cherry Point, North Sarolina (USA); Cherr

Some of the evasion chart specifications were the following 10°

Names of features shown in both English and local language scripts

Ocean currents shown

Charts printed on spun-bound Olefin (Tyvek) or similar material to insure strength, wet;weather durability, weight, etc

unprinted and holiday areas toned down for cambuflage

Small star chart positioned near one corner of the chart

Color pictures and textual descriptions of edible plants shown

In arid/desert regions, rules for finding water included

DOD Directive 1300.7 Revised

On 19 December 1984, the Deputy Secretary of Defense signed the revised DOD Directive 1902.7 "Training and Education Resources Accessive to Support the Code of Conduct." The resistons established a policy concerning the conduct of Lis. Brillion setablished a policy concerning the conduct of Lis. Brillion that MITSH, more propriet and the conduct of Lis. Brillion that MITSH, more propriet and establish and disseminate policies, procedure, and putdence for the Assistant Secretary of Defense for Manager, Installations and Logistics regarding the training propriet.

In part the guidance for J.S. military personnel asolated from U.S. control stated the following: 12

GENERAL: U.S. military personnel captured or detained by hostile foreign governments or terrorists often are held for purposes of exploitation of the detainees or captives, or the U.S. Government, or all of them. This exploitation can take many forms, but each form of exploitation is designed to assist the foreign government or the terrorist captors. In the past, detainees have been exploited for information and propaganda efforts, including confessions to crimes never committed, all of which assisted or lent credibility to the detainer. Governments also have been exploited in such situations to make damaging statements about themselves or to force them to appear weak in relation to other governments. Ransoms for captives of terrorists have been paid by governments, and such payments have improved terrorist finances, supplies, status, and operations -- often prolonging the terror carried on by such groups.

meter databases or catives, can be assured that the .5. Government will make every good faith effort to tokian their earliest release. Faith some scooting and the same control of the same country and the country and the same country and the

DOL: Every reasonable step must be taken by we military personnel to prefent exploitation of themselves and the ".S. Government. If exploitation clampid be prefered completely, every step must be taken as the property of t

situation to resist exploitation upholds DOD policy, the fourting principles of the united States, and the highest traditions of military service.

Requirements for Levels Band C Training

On 21 December 1984, three days after the signing of the revised 000 Directive 130.07 Colone! Webb, the director of AFIS/INs, distributed to each of the military services the Recurrements for Level 2 and Level C Training in Support of the Code of Conduct, which provided the minimum training separate by 000 Livretive 1300.7,13 events 2 and Level C training is required by 000 Livretive 1300.7,13 events.

In his letter accompanying the requirements, Colonel webb stated the following 14

In 1984, approximately 30 years after the soring of Executive Order 10051 establishing the Code of Conduct, approximately 23 years after the issuance of the origina Du. Unrective 10077, and almost four years after the establishment of a DU. Executive Appart, after the establishment of a DU. Executive Appart, related tearing throughout the DO3 still does not exist related tearing throughout the DO3 still does not exist COLL.Tex. yearsome of moderate or high risk of COLL.Tex.

Senior DD. personnel consider it line to make sweeping changes if we are to correct the situation. Inerefore, this instruction is disseminated, as DD. policy, on behalf of the Assistant Secretary of Defense for Manposer, installations, and oppositios.

Code of Conduct Education and Training Materials

Training Film "Tightrope"

Throughout the year, the directorate coordinated with of the military service's transing department on a training file for Levels B and C resistance, for individual's with moderate before Authorities of capture. Robert I, nebuler, a contraction with the Defense Authorities and England to each service, and each gave its approach for it. On 24 July, the directorate submitted a request through 10 JSSF XODE* to the unit Services Audio-lisable through 10 JSSF XODE* to the unit Services Audio-lisable production. The risk supported in the film as a joint service production. The film was approach for the Deservice is a composition of the film as a joint service production. The film was approach for the Deservice is a facility was perfectly and the production of the film of the district service production. The film was approach for the Box was the film of finding service as a film of the district service for the dist

The proposed title of the movie was "Tophtrope," and it was To depict a captive environment in a non-descript (commanist country. It was to show prisoners of war experiencing all aspects of captivity and coercive pressures as well as various aspects of the exploitation process. The product was to identify and teach following resistance arising suspects of the captivity and teach to the country of the captivity and teach to the captivity and teach to the captivity and the captivity and the captivity and teach to the captivity and the captivity and

AFRTS MEDIA Spots

or 2 March 1984, the director of Nn requested that American Forces Information Service Update certain Code of Conduct "spots" being broadcast over the Armed Forces Radio and Television Station (ARFS, which were approaching their dates of obsolesence. The service approach the request, and on 9 Movember Nr. Mitchell of Nh.Am et with representatives for ARFS to review and discuss concept/treatment proposals. Production of the new spots was expected to begin in early soring 1985.19

RIDGE RUNNER 84

The directorate conducted the Exercise RIJAE RAMER 86 between 21 Augst and 4 September 1986 at Camp Dawson, west singinia. This was the fourth exercise in an annual series of training exercises decided entirely to the subject of existion, RIDGE RAWAR provided a training proprier for selected memoers of all four U.S. armed services and of NAIC, whose duties entailed 1, the leaching and/or priefing of existion to consist personnel or contact the contact of the contact

Runners received classroon and field instruction plus breings by geet speares who told of their actual combat exaction experiences during world war II and Vietner. Following this, they participates in a week of field manevers where they put to practice the principles and techniques received in the classroom. Additionally, the runners were exposed to a variety of realistic evasion conditions and circumstances that provided them this product of the runners were exposed to a variety of realistic evasion conditions and circumstances that provided them this product of the runners participated in soil this increased their credibility when they conditions of the product of the pr

on 24 August, the runners were transported to the 1000ere training area and received field instruction and supervision and practice on the following subjects: 1) evasion field living, which included information on water, food, whether, fire, care use of clothing and equipment, 2) camouflage and hiding, and 3) day and rightmen envigation. Training commenced at 0000, 24 August, and terminated at 0000, 25 August, after the leaf student income from a fall, received a mild concussion, was treated by medical personnel, and was subsequently released from the exercise. 20



Runner personnel were recovered and returned to Camboson "of six bul-n sorties flown from the Army National Guard aviation feellity at Parkersberg, West Virginia. As the "unners were returned to Camboson, they were met by a meeher of the exercise staff, and an initial debrief was conducted. We will be a second to the control of the exercise staff, and an initial debrief was conducted. We will be a second to the control of the exercise staff, and an initial debrief was conducted. We will be a second to the exercise to the control of the exercise to the exerci

During the small group sesinar sessions, a spoketuan for the group was identified to make a presentation during the main debrief; and seven presentations were made breather than the seven presentations were made by the second from lessons learned and persentation request from lessons learned and perty gripps to constructive, Judective criticisms of the exercise. Additionally, students were asked to criticisms of the exercise. Additionally, students were asked to complete a written criticism. At the end of the debrief session, Col. Lectoetter. Closing comments were made and the official portion of the exercise was completed. At 5050, 4 Soptember, runners and nonespectial staff were out-processed. Beginning the proposed of the

Lessons Learned and Recommendations

The following are RIDGE RUNNER 84 "lessons learned":24

a. Based on critique documentation from the past four RIDGE RUNNER exercises, we perceive a need for a joint DOD advanced evasion training for aircrew personnel.

d. Evasion charts printed on Tyvex are far superior to paper charts in durability, other uses and life expectancy.

e. Additional evasion training for personnel in positions affecting evasion operations and planning is geeded.

The following are RIDGE RUNNER 84 recommendations: 25

a. Recommend that careful consideration be given to establishing a joint advanced evasion school for all DUD aircrex members.

b. Recommend that RIDSI RUNNER be terminated for a period of one year in order to evaluate other avenues of reaching more personrel with existing resources/programs.

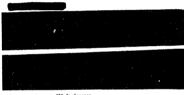
c. Recommend evaluation of evasion portions of all command/JCS exercises by the executive agent action office.

d. Recommend evasion continuation training programs for aircrews and intelligence personnel be evaluated to determine suitability/effectiveness.

e. Recommend Tyvek spun brand orlifin be used to

SEKE Seminars

On 26-33 May 1954, Mr. Mitchell visited the U.S. Navy Survival Evasion, Resistance, and Escape (SERE School, Nava) Air Station, Aorth Island, California, to conduct the resistance training seminar. His presentation was to approximately surject five SERI instructors and addressed the physical and sysphological pressures of captivity, the exploitation process, and the use 100-approved resistance to 100-approv

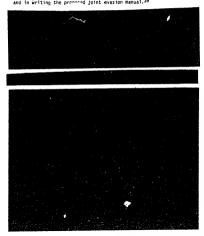


Representation at CTS Conference

of 27-20 November 1986, Major Dussell and Nr. Hitchell ethodic Uns. Survail Course Training Standards (CIS) Londres (CS-V00-4) held at Faironild AFFB, Mashington. They attended as the representatives of the 000 seactive agent (EA) for SERE training. The Air Training Command sponsored the conference. Although there was no requirement for AIT to Invite AFSST to Table prefer the Conference, although there was no requirement for AIT to Invite AFSST to have permitted the conference, although there was no requirement for AIT to Invite AFSST to have permitted the conference, although the conference and the Command Command

At the conference, Major Dussault confirmed the following information, which would affect the USAF Code of Conduct training program: 30

a. The Military Airlift Command had an S-480-A waiver policy for all crews with more than then years of flying time. Major bussault recommended that the take steps to get GSAF/MPPTF NSgt Lovelady concluded that the information presented to aircress by Det 2 personnel was up-to-date, informative, and presented in a porfessional and outstanding namer. At the very least, the Let 2 progress could serve as a samerer, the very least, the Let 2 progress could serve as a compact version/curvival scenarios during NGEB FALS 84-03 could be valuable to the UT Training Branch in the formulation of evasion testics and policy and in writing the premend joint evasion manual. 9



vu

to clarify the waiver policy. He asked, "Are MAC crews considered high risk? If so, they all need training. If not, none need level $\mathbb C$, technically, " $\mathbb S^1$

b. There was a S-V80-A backlog of 8,919 active aircrews. "Doviously these 8,919 are not being adequately trained!" The major stated.32

c. The training capacity for the S-V80-A program was governed by billeting facilities. In Facilities which had existed during the Vietnam era, had been partially converted to offices for wing and squadron personnel. The conversion reduced billeting facilities and the capacity of the S-V80-A program by approximately 50 percent, 33

d. HQ ATC agreed to pursue joint service water training using the dunker model for helicopter pilots and crews. 34

e. The Arctic School, an environmental school, was regularly attended by both Air Force and Army aircrew personnel, which made the school a one-service operation with joint service attendance.³⁵

f. Some major commands wanted a desert school or some intense desert training, $^{36}\,$

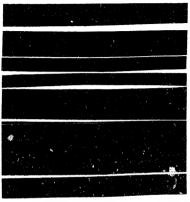
Participation in Exercises

Personnel from the Training Branch (INUA) participated in three major exercises in 1984, either as observers or as key players.

GREEN FLAD 84-03

MSp. Charles W. Lovelady monitores Exercise GBECE FLAG. 84-03 s hells ATP, Nevydas 11-17 Moren 1984. During the exercise he gathered information pertinent to operational evision as implemented against the threat present during the exercise. The date was to be used in documenting operational evision goldy and tactis in the proposed joint operational evision manually.

he observed the following segments of the exercise: F15 pirot single evador scenario; combat survival training course;
single evader combat extraction; and F-d pilot single evader
scenario. On the last day, he met with the commander and staff of
Det 2 0.55 CCTh. Survival and commander and staff of
Det 2 0.55 CCTh. Survival survival and operational evasion
which were on-going or likely to arise in the future.30



Subexercise FLEETDEER 84

On 23 April - 12 May 10°, it. Col. Larry Ledbetter, Nauv. Fober Chasalt, en der John Chitchell observed subsection. F. 4EIDES 66 of F.181.DC 64, provided assistance to the MQ DLCGN exercise staff for other '68 and '59 exercises, and provided of Conduct related training to F.4EIDES exercise, and provided of Conduct related training to F.4EIDES exercise, participants. They accomplished these tasks at MQ Special Operation, Consultance (SGCLS, Patch Berraccs, Vashingen, Germany, 3 and the Exercise Interregist on Facility (F) at NyQlG, Germany, 3

The most significant area that needed improvement, according to the law participants, related to the final exercise

The IA participants recommended the following:

all future Fleetdeer exercises of similar participant size and including a captivity/interrogation phase employ approximately six qualified resistance training instructors from the JSAF Survival School at Fairchild AFD, No. These instructors could assist in academics portion of the exercise but more importantly could develop and conduct a structured participant critique/feedback portion of the exercise to another benefit achieve maximum learning benefit. resulting from these resistance training instructors relates to the number interrogators. The latter would longer be encympered with the requirement of providing the evader/PG* a critique during the exercise debriefing. This would allow the interrogators to concentrate on their profession of interrogation and not place on some of them the burden to provide guidance the resistance training. relating to recommendation has been discussed with the exercise the Chief of the exercise IF, and director. the 3612CCTS. They favor Commander of recommendation and plan to implement the recommendation in next year's exercise. NOTE: If qualified resistance instructors are not employed in training exercises of this type, the interrogation/resistance training portion of the exercise would not be in consonance with BUD policy.45





Evaluation of USAFA SERE Program

Personnel from the Training Branch conducted an evaluation of the Air Force Academy's .Survival, Evasion, Resistance, Escape (SERE Training Program from 3 to 16 June 1884. This was done in accordance with DOD Directive 1300.7 and AFR 50-16.49

Some of the conclusions were the following-50

1. The SERG Training Program met Level C requirements of DCD Lirective 1300.7.

2. The Resistance Training Laboratory (RTL) and Field Training were well organized and professionally conducted.

 The academic presentations prior to the RTL and Field Training were not of the high quality observed during INU's evaluation conducted in July 1982 and barely met DOL 1300.7 requirements.

oriented to a peactive structure with the terminal portion of the SERE program was tax alive until someone friendly located and rescued the survivor. DO SERE training policy distated that all SER programs be combat treining policy distated that all SER programs be combat treining which provided the student has all the survivors and th

enemy from capturing him or her, and successfully evade and ultimately return to friendly control.

The evaluators sent the USAFA six and one half pages of recommendations for improving the academy's SERE program. Colonel Mebb stated, "This Directorate remains eager to assist CWI in its continuing efforts to provide quality training."51

Review of Manuals and Course Standards

Personnel from the training branch reviewed three manuals during the year and proposed course training standards for course 5-480-4.

AFM 64-AX

In February, Colone levels ent to the USAFFPPTF and ATC/DA's intremengage critical february and ATC/DA's intremengage critical february and ATC/DA's intremengation to the USAFFPPTF and ATCAPTAGE A

AFM 64-5

In May, Colonel wadb sent ATI/JONE four and a half pages of suggestions to correct oral ATM 646-5. A magner suggestion to adopt an AF form 1000 suggestion, entitled "Commas Survival Ancellist," or a substitute Chapter 1 for AMP 64-5. The Two consisted of eight peris, 1) After Lunding, 2) Moning to a Wolfer of State of English Commission of the State Commission of the State Commission of the State Commission of Twarel Consisterations, 6 Movement and Travel Instance, 10 Recovery Site Selection, and 8 SAR Commission for Commission of State Com

Army FM 21-76

On 18 October 1984, st. Col. Ledbetter informed the communior of the keyr's JK Secial kerfare Center, Special Serial Secial keyr's Law Secial keyr's Center, Special Serial Secial Keyr's Center, Special Secial Secial Sec

ATC Course Training Standard

On 30 mors 1384, the directorate informed No. USE/PMFS that its personnel had reviewed the proposed Course training standard for course 5-160-A, Basic Survival, and Tound that the document complex with Department of Defense polity. Four attor suggestions were turned to the course of the course o

ATC Course S-V80-A

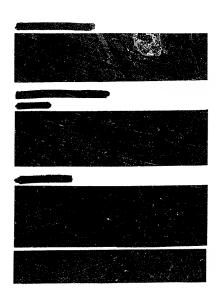
From 10 October to 25 October 1984, the IN. directorate conducted an explication of the HT Fraining Command Cornes 6-M80-A at Fa child AFB, mashington. In his general comments College and the calking of instruction observed was some of the comment of the commen

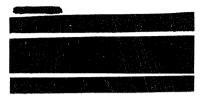
Special Experience Identifier for E&E

in May the directorate requested that MO USAF/PCRPOI revise the special operations (dentifier 12, which was the for existing and escape (865) operations. The suggestion revision positions are supported to the suggestion revision positions are supported to the support of the s

The proposed revision substituted "three years as as a EEE instruction in a P., flying unit' for the original "18 months experience in EEE staff duty." Inits was to move that individuals had first-hand experience with real-world EEE considerations before being assigned to EEE staff duty. The proposed revision also neleted the requirement of "participation in the management of EEE observations during at less one fleet the production of the p

The rec_est was approved without revisions.59





LIBRARY ARCHIVES ACTIVITIES

Transferral of Code of Conduct mistorian-Librarian Function

A conference on the transferral of the Gode of Conductive Institution of the 1996 Combat Creen Training wing (CCIN) was held in Tebruary of the 1996 Combat Creen Training wing (CCIN) was held in Tebruary at the 1997 Conductive Institution of Conductive Institution Institution of Conductive Institution of Conductive Institution I

At the conference the following points were agreed

a. AFIS/ING will assume the functions of historian and librarian as outlined in AFR 50-16.

b. All requests for SERE related information originating outside the 3636 will be funneled through AFIS/IN. for resolution.

c. The 3636th library is no longer required to collect Code of Conduct related material as required by DDD 1330.7.

d. HQ ATC retains responsibility for and authority over the 3636 library function.

As of 1 March 1984, the IAW directorate assumed the responsibility for the Code of Conduct librarian and and historian function.69

Building a Reference Library

Since the directorate was responsible for Code of Conduct librarian and archival functions, Mr. Owens worked to systematically expand the directorate's holdings.

Registration w th DTIC

on 12 July NIAGY's application was approved for reprintation with the Defense learning liferantin Getter (IDII) for the acquisition of scientific and sechnical information services in Jupinity of SGC appart decounted that directly because the second of t

Contact with AFHRS and A....

6n 16-27 July, Mr. Owens performed his annual reserve active Guty Lour at the Air Force Historical Research Center (AFRC, and Air Inversity, Ibrary (Ad. at Maxwell AFR, Alabama, ne produced a Code of Conduct bibliography there and established points of contact with the archivists and librarians at these facilities.⁷¹

Registration with Army Library

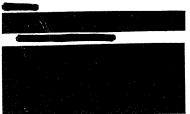
In October, Nr. Obest made an initial visit to the Orice of Ns. Auth Wallanc, the chief of the Reader Service of St. Auth Wallanc, the chief of the Reader Service of St. Orice of St. Oric

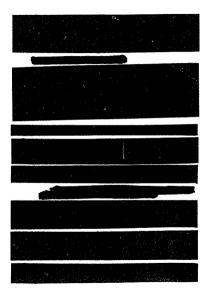
Survey of Brunswick SEKE Library

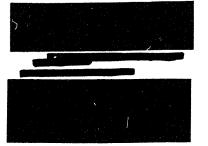
From 19 to 21 November, Mr. Dwens accompanied Mr. Mitchell on a TV trip to the havy SER School at Bronswick, Maine. His purpose was to survey the SER reference library and meet with the staff. Mr. Dwens participated in discussions with of INV3 library and their reference facility. These discussions highlighted several areas it which INVAC and the SER library and their reference facility. These discussions highlighted several areas it which INVAC and the SER library could mutually support each other. Mr. Odom agreed to provide a Dislugraphy of his holdings to library, while INVAC agreed to provide a Dislugraphy of his holdings to library, while INVAC agreed to provide a Dislugraphy of his holdings to library, while INVAC agreed to provide a Dislugraphy of his holdings to library and the INVAC agreed to provide a Dislugraphy of his holdings to library and the INVAC agreed to provide a Dislugraphy of his holdings to library and the INVAC agreed to provide a Dislugraphy of the INVAC agreed to provide

Purchase of Books and Equipment

An initial request on 16 September for the purchase of published books on Pob septembers was submitted to the washington Area Contract Center ACCI. This, however, did not prove to be an effective way to rapicyl, build the IMAGO AFFERMENT of the Top of the property of the published of the published the published of the published published purchased purchase apprehens this sources of its own selection. An equipment procurement package on 18 October pass entered into the supply system for purchase of a portable surforfals camera and a universal microform reader-printer. Delivery of this equipment InAGC was expected to be completed sometime in January 1805.74







JOINT SERVICES SUPPORT

Antiterrorism Activity

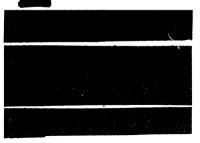
Representation on ATG

In January, the chief of staff of the AVF Porce directed that Ta ATO be established. The group's Charter was to camber the terrorism as a new form of armed conflict, review capabilities to combat it, identify weakness in the AFF porce's ability to the terrorism control to the conflict of the conflict

By 16 May 1984, the ATG completed its review and reported its findings. In the group's "USAF Antiterrorism lass broup Report on Air force Capabilities to Combat Terrorism," the

Representatives of AF/IA provide briefings to a number of DOD agencies on how to survive hostage situations with homor. The briefings were initiated shortly after the solver of the US Embassy, in Iran in Apvember 1572. To date, over 5,000 personnel have been student as it to Defense initiation of the State of the St

After reviewing a dreft chapter for the Air Force Antiterrories group and discussing issues with AF/ADDV/EAR MEMORY Colonel webb, the director of flw, was fully supportive of AF/AID accounting the central antiterrories neaestime hospital survival manager responsible for validation and prioritizing survival manager responsible for validation and prioritizing practime hospital training requirements. He stated, "Me concurvint all portions of the revised draft. ... wherein AF/AD's management has been resclinded. 8!



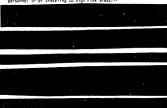


Early in 1984, the INu directorate requested and

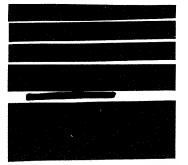
received two fraints moutes for attendance at the Dynamics of international Internatio

Production of Film

From 3 to 7 weedber, a film about sursiving peacetime hostage captivity was made in and around force Belvint, trying a percentage of the 18% of interference participated of the 18% officer to the 18% officer trying and the 18% of t



Deleted per 5 U.S.C. 352(b)(1)



JOL ES. Program

Outcomes of the teation Bed Escape (EM working from a time which Special Operations Conference, 5-7 secence [583, prediced four actions designed to resump the Oppropriation Designed to resump the Operations of the following: 1) publish a joint exast manual; 2) review and change, as meessary, EM equipment, exits, and charts, 3) coredinate and publish debrief procedures, and 4 publish, if required as EM security publish.

As of September 1984, the LMC directorate had accomplished the following regarding $\epsilon 86.90$

The joint evasion manual was in the final drafting

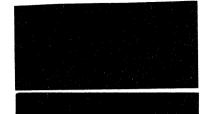
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stage and had been reviewed informally by service representatives at Exercise RIuse KUNNIRS4.

The joint escape manual was to be the first DOD attempt to assemble in one document escape procedures, techniques, and tactics. The directorate estimated that it could produce the manual by late 1985 or early 1986. shorter suspense was required, INU recommended that contractors' do the research, study and writing for the manual.

The directorate completed surveys of all DOD requirements concerning chart design and coverage area. The new plastic material for the maps was tested at RIDGE KUNNER 84, and all requirements were formally passed to the Defense happing Agency Regarding the evasion chart viewer. The was surveying Due for the numerical requirement of devices to complete Puk actions, and it was redrafting a statement of need to reflect less stringent design requirements. with EM kits. In completed a review of the E&E survival kit concept and compiled comments and a proposal for improved wits.

The E&E security guide outlined program-wide security procedures to protect all classified information related to the unger JuSk 716-83. The final draft of the owige was going through a final Inc review.



Law of War and Legal Matters

was of war workshop

attended the Land name of the Colonel webb, the IN. director, and the Colonel webb, the IN. director, and the Colonel colonel

Definition of "Prisoner of War"

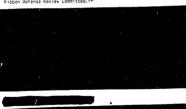
In July, the BOO definition for "prisoner of war" for the Just Pub 1, "DOD Dictionary of Hillary and Associated Terms," was submitted by no LSAF/DOILD. The Now direct had reviewed and commended on the proposed definition in December 1983 and July 1988, 94

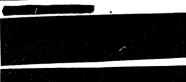
JSCENTCCh Legal Conference

USCENTON 2nd Annual legal Conference, MacDill AFB, Florida. Some of the topics of discussion were the following: rules of engagement, naval warfare, overflight, threat assessment, Pwissues, and terrorism, 59

NAM POW Briefing

On 23 June 1894, Colonel Webb and Major Dussault gave a live further prisoners of war (MMA) resultions part fing to the Vietnam prisoners of war (MMA) resultion with a seas. Colonel Webb, himself a Vietnam prisoner of war, presented an overview of the Dio executive gave responsibilities related to Code of Conduct training under Outpurchive 10007, as well as an undate concerning the Dio Dio precitive 1007, as well as an undate concerning the Dio Dio precities 1007, as well as an undate concerning the Dio Dio precities 1007, as well as an undate concerning the Dio Dio precities 1007, as well as mountained by the past Vietnam Blue Ribbon Defense Review. Committee.







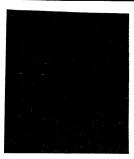


Secretary of the Air Force, Yenne Orr, Jr., after his visit to the Directorate of Joint Services Support on 10 Feb 1984. With his are Colonel Ganald J. Mebb, Director of 18U, Colonel William B. Sherman, MIS Yice Commander, and Colonel Jacques P. Klein, Modifization Assistant that the Deputy Assistant Charlof of Staff/Intelligence.



The staff of the Directorate of Joint Services Support (AFIS/INI).
Seated left to right: Najor Robert G. Dussailt. Some Robert G. Dussailt. Some Robert G. Dussailt. Some Robert G. Director). Leutenant Colored to Recommend to the Robert Service Recommend of the Robert Service Recommendation of the Robert Service Recommendation of the Robert Service Robert G. Robert





HOW TO FIND THE NORTH STAP



ALTERNATE METHOD FOR FINDING NORTH STAR



- 1 Put up a rock or rod or near to vertical or possible in a sevel place
- 7 Mark the end of the shadow with implistates or eachs allowing a shart period of time between marks
- 3 A line drown at 90° to a line through the markers will be a north-south line
- 4. The markers will progress toward the east dyring all wascon.

A section of the map used in Exercise RIDGE RUMMER. The map was prepared and published by the JOth Engineer Battallon (Topographic) (Army). The proponent agency was the AFIS Directorate of Targets (Mapping, Charting, and Geodesy Dirision).

WAPPATO (Segritaria species)

Description Aquainc plants with distinctive, afect arrowhead shaped real loaders. Flowers are waigh white 3-becarded and grow in whorts of three near the foot of the flower states in the fair time praints produce hard smooth portati-ske fulparts at inceines of long subtervanean runners. These tubers may be several feet from the

Mabital Blooms in July and August arong the borders of streams and

points. Widely distributed.

Uses: Wappard was a major source of vegetable food for many tribes of in dians. The fubers form in the sail and can be orepared by any method that wave on ever for postatoes. Cooking distributes when the right postatoes.



SALSIFY (Trapopopon 3 species

Description: Sieconal or personnal height 1 is it, and powing from liestly supposed seawes are nice broad grass regives forming broad rotested or ruffs fine first year first parts have mility juice. The showy spherical dandeling halp entire seed heads are 2.3 in across and are much more conspicuous than the yealth or downline.

Rowers

Habitet Dry to moist soil along roads
and in waste places. Blooms in June

and July

Uses Roots should be used before the flowering stem develops. Scrape since and cook them like carrots. Roots from the first year plants are best. The spaces. If portrolous has been widely, cultivated as a food be cause of its unusual flavor, which remembes highly.

POISON SUMAC (RP.:s vernix)

Description: A shrub or small tree 4-16 it tall with alternate compound flaeves heaving 7-13 lealings on conspicious, redduct leaf-stalls. Beinggreen leafast, have smoothers of conerconsolitations of small greenish flowests grow from the auts of the leaves and see followed in date summet by white or pile yellow during

Habitet Swamps and other wat places from Minne to Florida and Texas

POISONOUS TO TOUCH: All parts of this pitant contain an oil which requently produces severe intermination and bidistering. Washing soap may prevent further discomfort. As with poison very and poison oak the best remedy is to fearn to recogment this point and to avoid to meet this point and to avoid.



Three of the thirty types of plants shown on the specially designed map, "Campo Dawson and Vicinity," used in Exercise RIDGE RUMMER, sponsored by the AFIS Directorate of Joint Services Support.

DIRECTORATE OF SOVIET AFFAIRS

MISSION OF THE DIRECTORATE

The mission of the Directorate of Soviet Affairs (INC) with U.S. Air Force Soviet Awareness Program, which was designed to keep each member of the Air Force informed, and aware of Soviet doctrine, strategy, tactics, force structure, and combat employment. During wartine operations, the INC directorate was to provide: 1, expertise on a wife range of Soviet military-political affairs to the Air Staff and other washington area decision-makers. 2, and an air Staff and other washington area decision-makers. 2. The provided and air staff and other control of the staff and other control of

ORGANIZATION

In 1934, there were no major organizational changes within the directorate. It continued to consist of two major divisions, literature Research (IACF) and Soviet Awareness (IACR).

Positions Realigned

Two positions were realigned, however, to provide better apport for the Soviet Awareness Division (INRS). The change of an inventory Remagement Specialist (RRS) are considered as the control of the specialist (RRS) and th

PERSONNEL

Key Personnel

On 1 September 1984, Col. Lloyd T. Moore, Jr., the former executive officer to the SAC/IN, replaced Col. George V. Wish as the director of IAC. Colonel Wish was to retire in November 1984, however, he was extended on active duty for medical reasons. On 1 hovember 1984, Maj. Or r. Tottoby, Atterson entry of the Liberature Research Official Col. Lt. Col. Patterson could of the Liberature Research Official Col. Lt. Col. Patterson

Manning Strength

As of December, the manning strength of the directorate was as follows:4

	NO. AUTHORIZED	NO. ASSIGNED	PERCENTAG
OFFICERS	17	12	71%
EMLISTED	9	9	100%
CIVILIANS	.5	_5	100%
TOTAL	31	26	84%

At year's end, three officer billets were vacant on the reassissed to work for the deputy director for Intelligence and testernal Affairs, DLA. Another individual left to work for the deputy director for Intelligence and External Affairs, DLA. Another individual left to work for the deputy director for Intelligence when the second control of the con

Manpower Reduction Proposal

In December, the AFIS vice commander requested that the directorate consider and respond to the proposal that INC identify one NCO position to lose for the effort by AFIS to identify ten positions that had to be cut by fiscal year 1985 in a mandated managover reduction. 6

The directorate was "hard pressed" to identify a position, but eventually selected an individual within the Soviet Awareness Division (INCE), since the Literature Research Division (INCF) was already manned at one-third of its officer authorizations. In making the selection, the director described the immate of the reduction as follows:

hid? has a critical imbalance of officer/enlisted presents and concerned anning. The 2010 incumbent are required to courier, process, disseminate, file and purge all daily traffic. They are responsible for proper cataloging, production, control, and maintenance of division audiovisual products. This division survives because people are here to perform these necessary functions while the team travels to present program and products. This division program and products are the program of MCOS reduces our capability to maintain our program materials by SOS. The need to increase team manning has already been established to maintain our projected schedule. Loss of a 2010 will put greater strain on an already strained team. Immediate and long term consequences will be a reduced travel schedule, as a coverall reduction in the quality of our highly regarded programs.

The decision about which ten positions within AFIS to cut was to be made in early 1985.

RELOCATION TO BUILDING 1304

By the end of the year, the strectorate's move from spiriting 500 to the second floor of Balfoling 1304 on Bolling Air Force Base was nearly completed. The relocation of IAC and IACK was 85 percent accomplished, with only sincer construction required to complete the relocation. A sensitive compartmented information 1304 identified for use by the Literature Research Division, and was expected to be done in the autumn of 1965. Reservist support from the 459th IAACC at Andrews Air Force Base assisted with the selection. The new facility provided a more professional information which to present the Sough popular provided with the selection. The new facility provided a more professional to formation which to present the Sough popular provided to the selection.

SOVIET AWARENESS

The Soviet Awareness Division carried out the "spoken" or verbal aspect of the USAF Soviet Awareness Program by sponsoring the following:

1. Soviet Military Power Week - A 5-day, 35-hour series of presentations. SECRET or higher clearance was needed to attend. Its coverage included Soviet idealogy, Russian and Soviet history, Soviet society and economy, and a carrier profile of the typical Soviet officer and enlisted

person. Slides, videotapes, displays of Soviet publications, posters, and other items of interest were used in the coorse. It was presented monthly to Department of Defense audiences in Washington, D.C. and was listed in AFM 50-5, AFIS Course 001.10

2. Soviet Military Power Day - An 8-hour presentation at the SECRET level, using portions of the Soviet Military Power Week Course. It was presented approximately six times per year in Washington, D.C.11

3. Soviet Awareness Team - A traveling briefing that conducted a 1-day Soviet military power presentations to U.S. military members worldwide. SECET clearance was needed to attend. Base theaters were used for the briefing, which was made up of slides and videotapes. The team usually stayed two days at each base, Dut the time varied with the size of the authence to the program was also great the stay of the stay

Statistics on Presentations

During 1984, the Soviet Awareness Division reached nearly 35,000 people through its various programs in the washington, D.C. area and at bases worldwide. For 1984, attendance at Soviet Awareness presentations was as follows:13

- 25,923 Attendance at the classified briefing at 49 bases 3,212 - Attendance at the unclassified night show on 28
 - of the 49 bases visited 765 - Attendance at 10 Soviet Military Power Weeks 526 - Attendance at 12 classified special briefings at
 - Bolling AFB
 - 139 Attendance at 3 unclassified special briefings at Bolling AFB

The cumulative attendance figures from 1976 through 31 December 1984 were the following: 14

209.773 - Classified programs

34,861 - Unclassified programs 395 - TDY deployments

Briefings at UPT Bases

In May, Brig. Gen. Chris O. Divich, DCS/Operations, HQ Air Training Command, requested that the ACS/I arrange to have the Soviet Awareness briefings in Undergraduate Pilot Training (UPT) at each UPT base over a two-day period. he explained that the briefing was a requirement in UPT and had originally been presented during two days, thus allowing student pilots at attend the briefing and pilot training on alternate depth. The con-day the property of the property of the work of the property of the pro

In considering the request, INC explained that in 1980 because of manning shortages in the Soviet Awareness Division, UPT bases were cut to a one day visit each year. In 1984, to a commodate the UPT bases It was decided that the Soviet Awareness Division, UPT bases, which were Columbus, Williams, Laughin, Reese, and Vance. To justify the time and expense of the visits, Date permanent party personnel were to attend the breifings in large mough to explain the party personnel were to attend the breifings in large enough to exceed the party personnel of the visits. The statement of the party personnel of the visits of the visits

Responses to Briefings

Imroughout 1994, the directorate continued to receive improvements of the South American States commending the South Americans presentations. Such letters, for example, came from the commandant of the Squadron Officer School, Maxwell AF8; the national security assistant to U.S. Senator John Stenn; the assistant director, intelligence Division, F8; the commander of the Sacramento Art Logistics Center; the general counsel of the Air Force; the deputy assistant secretary of the Air Force, the commandant of the Air Mark Stenator States of the Air Force that Golden, and the College, and the commandant of the Air Mark States of the Air Force, the commandant of the Air Mark States of the College, and the commandant of the Air Mark States of the College, Mark States of the Air Mark States of the College, Mark S

Gustomized Presentation

The INC directorate made a spocial effort to tailor its presentations to special aviences, such as the attenders at the Brigadier General Directation Course, held in two sessions in March and April. Since the new generals had sophisticated experiences, high education levels, and previous exposure to the Soviet Awareness briefings, there was no need for INC personnel to review basic Soviet doctrine.

Later, the ACS/I and DACS/I briefed the generals on intelligence trends.18

114

Request for Second Briefing Team

Through the annual budget process, the directorate made a request for three officer positions to enable the Soviet Awareness briefers to achieve a two-team capability of six members each. In justifying the request, INC stated that without the three positions, the briefing team had no time available for staying current in subject areas and in improving and updating Soviet Awareness visibility had increased with requests for lectures from the Office of the Secretary of Defense and the Office of the Secretary of the Air Force, and attendees at the briefings included general officers and presidential and congressional staff members. The Soviet Awareness team was unable to accept all requests and meet its requirements to visit each major Air force base every three years, pilot and navigator upprade training bases annually, and SOS, AFSC, ACSC, and the Air war College. Team personnel also had to be available to schedule deployments, coordinate visits with major commands and bases, review and establish curriculum, set up special presentations, and conduct training programs for new personnel. 5

The three positions had been validated by AF/PPK during the fiscal year 1984 POM process, but were not funded. In the ranking of the ten AFIS intilatives for F807-91 POM, the INC request was sixth. At the end of the calendar year 1984, however, prospects did not loos, good for the additional slots.

Reserve Team Initiative

In June, the ATIS wirectorate of Intelligence Reserve Forces proposed to the IAC directorate that a Soviet Awareness Briefing Teas within Detached Training Site (DIS) 48 of the ATIS correctorate of the ATIS of

The team project was identified as the "uSAF Reserve Swylet Awareness Proprien (SAFP," and was justified in part by the explanation that the active duty Soviet Awareness team had neither the mappower nor that time to include Reserve and Air Mational Guard units in their scheduled briefings, especially on training weekends, 22

Discussions on some form of reserve participation in Soviet Awareness dated back to at least 1980. They resurfaced in 1982 in connection with Dr. Holman at the Defense Intelligence

opency, a reservist and formerly with the IAC directorate. The problems hindering the implementation of a reservist project were reserved. Installation of man days and initial training time and corrency. The effort to get the project started in 1984 received a boost from encouragement from the Air Force deputy assistant secretary for reserve affairs, 3

At the end of 1984, the outlook for the project coming to fruition looked good A menorandum of understanding between Af1S/RE and Af1S/IRC was expected to be signed in 1985.

upgrade of Soviet Awareness Facility

Force Verne Or to the Directorate of Soviet Affairs in Bailding 57. on Boiling AFB in 1983, an effort was launched to upgrade the directorate s facility.



New Equipment

This year there were no failor revisions in the court(s) and the Soulis Military Power wass, presentation for in the one-day eight-show Soulis Military Power Wass, Testination for the one-day eight-show Soulis Military Power Wass. The testination of the Court of th

LITERATURE RESEARCH

Guring the year, the directorate's Literature Research univision continued to critically review authoritative and

influential Soviet writings on military doctrine, strategy, tactics, and operational art and to translate selected materials into English. The division was responsible for the following publications:

1. "Soviet Military Thought' series - Translations of solected books y Soviet military authors. Subjects covered included by the property of t

monogaPaper, written by western military and civilsen authors. The six volumes published were Joseph D. Douglas. Jr., The Soriet Theater Aucles Offensive, Paul J. Murphy, editor, Basillogas, Translation, Theater August Theater and The

2. "Studies in Communist Affairs" series - Unclassified

3. Soviet Press Selected Translations (AFRP 200-1) -Translations of current Soviet military and political articles. The publication was bimonthly. 30

The Societ Military Concepts, a series of bimonthly FOR OFFICIA, uSE O'NLY issues, was discontinued, for two reasons: lack of manpower to do the translations/editing and redundancy with the project underway to translate the Soviet Military Encyclogedia. 32

Notice to FBIS

The Literature Research Division continued to inform the Centralized Translation Service (CTS) of the Foreign Broadcast information Service of 15s translation of books, as soon as the division intriated translation projects. The CTS served as the operation of the CTS served as the CTS s

Soviet Press Translations

Requests for Translations

Throughout the year, new requests for copies of the AFRS 200-1, "Soviet Press Selected Translations," came to INK. Some of the requestors were Teledyne Brown Engineering, Colorado, Springs, Colorado, which had a contract with NORAD/SPACCEON; the Science and Policy Research Unit of the University of Sussex, England; the Office of the Adulant General, Wiscossin, Corporation, Irving, Teras, which had a 200 contract with the U.S. Army; and the Office of the Afra Attane, Embassy of Australia, Mashington, D.C. of the Afra Attane, Embassy of Australia, Mashington, D.C. and Contract with the U.S. Army; and the Office of the Afra Attane, Embassy of Australia, Mashington, D.C. and Contract with the U.S. Army; and the Office of the Afra Attane, Embassy of Australia, Mashington, D.C. and Contract with the U.S. Army; and the Office of the Afra Attane, Embassy of Australia, Mashington, D.C. and Contract with the U.S. Army; and the Office of the Afra Attane, Embassy of Australia, Mashington, D.C. and Contract with the U.S. Army; and the Office of the Afra Attane, Embassy of Australia, Mashington, D.C. and Contract with the U.S. Army; and the Office of the Afra Attane, Embassy of Australia, Mashington, D.C. and Contract with the U.S. Army; and the Office of the Afra Attane, Embassy of Australia, Mashington, D.C. and Contract with the U.S. Army; and the Office of the Afra Attane, Embassy of Australia, Mashington, D.C. and Contract with the U.S. Army; and T.S. and Contract with the U.S. and

Request for Translator/Editor

In the annual budget process, the Literature Research physician spainted a request for one cevilian translator/oditor to work on the continued publication of AFRP 200-1, "Soviet Press Selected Translations," at this current length and quality. Two first lieutements had worked on the series, one of whose billets was on loan and was deleted at the end of the third quarter of fiscal year 1983. In the FYRT-91 POM initiative, the request was ranced eighth in the top ten.3

Soviet Military Encyclopedia Project

requested assistance from the AFIS Directorate of Soviet Affairs requested assistance from the AFIS Directorate of Intelligence Reserve Forces in initiating procedures to provide Mgg Winston of the Soviet Missistance from the Soviet Winston of Soviet Missistance from the Soviet Missistance from the Soviet Missistance and its translation into English was to make possible an increase in the number of snalyburght of the Soviet Missistance from the Soviet Missistance for the Missistance for the Soviet Miss

The INC informed the RE directorate that after Most Otterson's training period to learn a large Russian vocabulary in a great number of specialized military fields and to become proficient on the word processor, the Inc would require his support for as long a period or the processor of the result of the year, however, Otterson was not working full-time with INC.30 and

Soviet hilitary Thought Series

Volume 18 of the Soviet Military Inought Series, fundamental of Tactical Command and Control by D.A. Ivanov et al, was published in 1984. Inis book took years to prepare for publication, partly because the INC directorate had the book translated under contract with the Joint Press Research Service (JRRS), but was displeased with the quality of the JRRS's translation. Dr. Robert Moore of INCF undertook the project to improve the translation to make it suitable for publication. Also, numerous problems were encountered with the company doing the typesetting for the book.

Another book in the series, volume 19, The Soviet Armed Forces: A history of Ineir Organizational Development, was expected to be published in early 1985. The Canadian Astional Defense headquarters was working on two other books, armed Conflicts and International Lam and Sombined Arms Farcities, armed to the Soviets of Deministration Copyright agreements, but request to the Soviets of Deministration Copyright (was ready to begin processing the book. Otherwise, Info would have been unable to meet the deadline of eighteen months but publication, established with agreements with the Soviets. 38

Announcement to All-union Copyright Agency

There were no Soviet denials of permission to publish in 1994, because there were no requests involving books requiring permission. Jine constion of the copyright agreement, however, was that when a book had been previously requested and permission denied, another request for non-exclusive license may be made when seven years had gone by since the book was published in the original. This request might be more precisely called an amonucement of intention, since no response was required in the amonuced to the All-wino Copyright Agency in 1984. Problems of Williams You was the seven was required to the All-wino Copyright Agency in 1984. Problems of Williams You was the seven was required to the All-wino Copyright Agency in 1984. Problems of Williams You was the South of the South All Torce in the Great Part Not Kag, edited by Ilmokhovich. 39 Ilmoknovich. 39 Ilmoknovich. 39 Ilmoknovich. 39 Ilmoknovich. 39 Ilmoknovich. 30 Ilmoknovich

TRAINING

Attendance at Canadian Jonference

 to get better acquainted with word processing matters and to have conversations with individuals about shared problems. The most useful papers he heard delivered were about setting up terminology banks, computer-assisted translation, and training of translators. He also met with Maureen Cote of the Foreign Broadcast Information Service (FELS) who had been given an outstanding analyst's sward to spend a year studying ellitary (and possibly other) terminology problems, the Idea being to arrive at a suggested means of of military terminology had long been a concern of Ur. Moore, and he felt that a terminology had long been a concern of Ur. Moore, and

Formal and Informal Training

Other training included the attendance of several members of the directorate at the annual ham-rican Association for the Advancement of Slavic Studies Conference, held in New York City. Several members of the directorate also attended a conference sponsored by the Office of the Secretary of Befanse than the Conference sponsored by the Office of the Secretary of Befanse with the Conference sponsored by the Office of the Secretary of Befanse and the Conference sponsored by the Office of the Secretary of Befanse and Conference sponsored by the Office of the Secretary of Befanse and Conference sponsored by the Office of the Secretary of Befanse and Conference sponsored by the Office of the Secretary of Befanse and Conference sponsored by the Office of the Secretary of Befanse and Conference sponsored by the Office of the Secretary of Befanse and Conference sponsored by the Office of the Secretary of Befanse and Conference sponsored by the Office of the Secretary of Befanse and Conference sponsored by the Office of the Secretary of Befanse and Conference sponsored by the Office of the Secretary of Befanse and Conference sponsored by the Office of the Secretary of Befanse and Conference sponsored by the Office of the Secretary of Befanse and Conference sponsored by the Office of the Secretary of Befanse and Conference sponsored by the Office of the Secretary of Befanse and Conference sponsored by the Office of the Secretary of Befanse and Conference sponsored by the Office of the Secretary of Befanse and Conference sponsored by the Office of the Secretary of the Office of the Secretary of the Secretary of the Office of the Secretary of the Office of the Office

Informal training was acquired by attendance at local seminars and conferences in the Mashington area. An especially beneficial series was the ongoing monthly sessions held at the Modorow Histon Center. These usually focused on political science topics, which were presented by well-known speakers and experts. The Kennan Institute held a weekly Wednesday lunchous session dealing solely with some aspect of the Soviet Union, its charted area of interest. "A"

Other formal training, especially for the travelling INCR team members, proved impossible because of the demanding travel schedule. As a matter of course, all requests for participation in the Squadron Officer School were defined due to future for this undesirable situation, because of its shortage of qualified and experienced personnel.⁴³

Trip to USSR

In July 1984, five personnel traveling in two separate tours were able to visit the Soviet Union for orientation and familiarization purposes. These trips enabled more people from the directorate to travel to more cities than ever before. In declined to issue visas. In 1982, only four persons made the trip, and they were restricted to only Moscow and Lentingard. 44

Planning for the July 1984 orientation visit to the USSR much less complicated than that required for previous trips, because rather than relying on the directorate's resources and those of the U.S. embass; in Moscow, most of the arrangements in both the United States and the Soviet Union were done by traval specifics. In C. approach within the trips are booked, 49 do one in

The first tour, 14 July - 29 July, was to Leningrad, Kiev, and Moscow and was made by Lt. 60. James Supposin, Capt. David Moore, and Mr. Nitchael Barry. The second tour, 11 July - 26 July, was to Moscow, Sammtand Uzpdekttan, Tashkent, Irivitäk, Transberriam Railroad, Moscow, and Leningrad. Capt. Julee and Family Transberriam Railroad, Moscow, and Leningrad. Capt. Julee and Capt. July Capt. Second Se

The following are excerpts of reports on personal impressions of the Soviet Union by members of the directorate who made the trip there in July.

Lt. Col. Simoson: After my formal study of the Soviet union and two years of service on the Soviet Awareness Team, I expected no major surprises in visiting the country. Indeed I found none. What I did find was an additional dimension and depth to what had been an educated but still two dimensional picture of the country before the trip. Some of my notions were dispelled, some modified, and others confirmed. More importantly I can now read or re-read others' accounts with more understanding of what they're trying to say, Of course any visitor to the Soviet Union sees only what the authorities want you to see but even that is enough The trip could hardly be termed for this purpose. entovable but it was very educational and is necessary for anyone who discusses Soviet society. important to note that the very fact that the Team was there adds tremendous credibility to what we say. This is not so much because of what we saw, but because of the mind set of the average American audience. 46

Capt. Swider: My impressions of the visit are mixed. Many of the pre-conceived notions I had of Soviet society based on previous study were confirmed and many were dispelled. (Inning I saw on this trib will help the team correct some factual errors, but more simportantly to give more precise definition to what until now have been "always" or "never" statements). The single operations in supportantly in the single operation in the supportant in the supportant

untidy, disorderly, and chaotic the country is. It is so big and so morely managed, so backward looking, so as the sound of the sounder the people feel interior to the West and the developed world. Obviously, this is at least part of the source of feelings of inferiority, emophobia, fear, paranole, and insecurity. The Russian and Soviet culture experience can only intensify these feelings. If they weren't so stubborn and did not have such misdirected pride, they could almost be pittled.

I guess I could best express these impressions by relating an experience with our Leningrad Intourist guide. She was telling the story of the "storming" of the Winter Palace by the Bolsheviks during the October Keyolution of 1917. She readily admitted that no great battle had occurred and that the bloodless coup had only 4 or 5 casualties, when I asked how that squared with the Soviet film director Sergei Eisenstein's movie "Ten Days that Shook the world," in which a valiant Bolshevik army stormed the bouregois forces within the Winter Palace through shot and shell, she stopped and thought a moment. The pause was brief and her answer was to answer my question with a question. She said her version was correct and that the film was meant to impress; was I impressed? The Soviet facade is impressive, but it is usually just that, a facade. Like the facade on many of their buildings, it cracks and falls alot.47

Capt. Mison: While I wholeheartedly support fravel, i.e. through the embassy, for reasons already enumerated, I believe one risk must be understood by IAC personnel making such a trip. We are member to the personnel making such a trip. We are member to the personnel making such a trip. We are member to the personnel making such a trip. We are member to the personnel making such a trip. We are member of the personnel making such as the uSSR without diplomatic protections. Fortunately this poses no problems for our groups this summer; in fact, our Intourist guide gave no indication whatsoever that she was aware of any connection between us and the military, let alone the intrication that the potential for complications does exist and the decision for taking that risk must be a personal one. (Some IAC) personnel whose visas had been approved for this summer chose not to go for this very reason.) 48

Mr. Barry: The Intourist package tour, as we had expected, proved to be a tight schedule, with most every minute planned for. To my somewhat surprise, nowever, we were quite able to break off at any time,

alone or in small groups, and proceed most anywhere according to our own desires. Not once did I, or anyone else notice any surveillance. Our freedom to go out on our own and meet people seemed to be dependent on no more than our own stamina. For myself, almost all the essential insights that I gained from my trip came about off the beaten Intourist track. Intourist repeatedly showed us museums and restored (though inactive) churches and palaces. One or two of these is more than sufficient. I was left with the impression that in the atheist, worker state, how ironic it was their pride in showing the outside world their beautiful churches and layish palaces. The point is that you see nothing but the splendors they want you to see. The key is to see some, get off the beaten track and see today's USSR. note the irony, and realize the deception.49

On my trip we saw the three largest cities in the USSX (Moscou, eningrad, and Kies) at the best time of the year (summer). My strongest suggestion for improving this invaluable progrem would be to include small cities and different seasons and as much of rural SSR as possible. Such expanded experience would be of great value in broadening the Soviet awareness of directorate personnel. 50

AFA "CITATION OF HONOR"

September, the Air Force Association presented its "Citation of mono" to the Directorate of Soviett Affairs. Attending the Lincheon were namerous dispatitives of existing history and the value of the Communication of th



CAPTAIN WILSON OF AFIS/INC STANDING IN FRONT OF THE PETER AND PAUR FORTRESS, LENINGRAD, USSR, JULY 1984.



SEATED (LEFT TO RIGHT) CAPTAIN MOORE AND LT. COL. SIMPSON, AFISJINC, AT A LENINGRAD RESTAURANT, JULY 1984.

DIRECTORATE OF ATTACHE AFFAIRS

MISSION OF THE DIRECTORATE

The principal mission of the Directorate of Attache Arfairs (18H) was to develop capabilities for Air Fore participation in the Defense Attache System (1865), to monitor performance and resu is of that participation, and to service cognizance over Air Force aspects of the Attache program. The Defense Attache System was a joint military mergine which includes System was a joint military mergine. Of the Attache program, and the program of the Attache program. The program of the Computer of the Attache program. The program of the System was strillost. The System was strillost. The System was strillost.

SERVICE	NO. OF POSITION	PERCENTAGE OF DA
Army	260	44%
Air Force	185	31%
Navy	119	20%
Marine Corps	25	4%
Total	589	100%

MISSION OF THE AIR ATTACHE

AFIS, because a primary mission of an attache was the overt collection of intelligence information. The directorate described the four primary missions of an Air Attache as follows:

military and politico-military intelligence information. In Attache has been the first link in the .S. strategic warning system regarding an outbreak of hostilities, and collections and reporting is his primary mission.

2. Representation of the Chief of Staff and Secretary of the Air Force to the host country are force. The Attache is the key to the representational system, suitably placed to influence another country air force to "marry" into U.S.A.F. equipment, tactics, doctrine, etc.

Air Attache mission is performed in a selected number of countries that have no U.S. military advisory group or mission. Oue to the reductions in manning of military

advisory groups and mission, there is a growing trend to shift more of this responsibility to the Attache.

4. Advisory role to the ambassador. In world crises and conflicts, Attaches are not only the Defense Department's eyes and ears, they are also heavily depended upon for their military expertise in the coordinated execution of U.S. policy, working with the presidential representative -- the ambassador.

POSITIONS WITHIN DAS

There were ninety-two Defense Attache Offices around the world, and because some Attaches were accredited to more than one nation, they had responsibility for over one hundred countries. The Air Force positions in the BOX were assigned to sixty-three embassis. In twenty-more than the BOX were assigned to stuty-three embassis. In twenty-more than the Countries of the Countries o

The positions Air Force personnel were assigned to in the DAS were Defense Attache (DATI), Air Attache (AIRA), Assistant Air Attache (AIRA), operations coordination (OPS O) - similar to NODIC position - intelligence assistant, and aircraft mechanic.5

New Positions

In 1984, the Defense Intelligence Agency established four new officer positions within the Defense Attache System to be filled by Air Force personnel: Air Attache in Somalia and Nicaragua (actually filled in December 1983) and Assistant Air Attache in Bolivia and Indonesia. Also, the Defense intelligence Agency systication one minute of the Association of the Association

The four new officer positions brought the number of authorized Air Force attache positions to 98:7

Attache Manning Rates

	No. Authorized	No. Assigned	Percent
CY84	98	96	98%
CY83	94	92	98%

PERSONNEL

Col. James E. Steinmiller, Director of Attache Affairs. retired from active duty in the Air Force on 31 March 1984, and Col. Don B. Kincaid was appointed as the new director, effective 25 June 1984. Colonel Kincard came to INn after being assigned as the Air Attache in Japan. His appointment was in accord with the policy of the Assistant Chief of Staff/Intelligence which was to assign former Attaches to the IAM director's position.8 Prior to Colonel Kincaid's appointment, the last three directors were former Attaches.

Lt. Col. Edward D. Gillapsy continued as the Chief of the Officer Selection, Training, and Support Division, while SMSqt Kenneth E. Pool continued as Chief, Enlisted Selection and Administration Division. The directorate was manned according to authorized strength.9

Assigned Percent.

	Authorized	Assigned	Percen
Officers	4	4	100%
Enlisted	8	8	100%
Civilians	1	1	100%
TOTAL	13	13	100%

ATTACHE SELECTEES

In 1984, in coordination with Headquarters USAF and the Air Force Manpower and Personnel Center, the INH directorate reviewed, evaluated, and nominated thirty-five officers to the Defense Intelligence Agency for service in the Defense Attache System. The following is a comparison of officer selection statistics for 1984 and 1983:10

OFFICER SELECTION STATISTICS

	CT1984	C1198
otal Panels	35	40
Annroyed	33	37

Disapproved withdrawn	2 1 35*	38
Total nominated to DIA Approved Disapproved Pending as of 31 Dec 84	35** 0 7	36

This ludes three prior attaches approved for return fours into The use. For these officers and current Attaches received consective tours, the panel was usually waived. Formal momination to Dis, mowers, was required. Therefore the such nominated to Dis acceeded the tours are panels. There " Includes eight left bending in December 1983.

Includes eight left pending in receive

Of the officers approved by the panels in 1984, ten colonels were for wefense Attache, nine colonels, two lieutenant colonels, and three majors were for Air Attache; and one lieutenant colonel, one major, and nine captains were for Assistant Air Attaches. If

Attache Selection Panel

The directorate again used panels during the process of selecting personnel for noninention to the Defense Intelligence agency and the Defense Attache System. The Officer panels consisted of six members: the chairman, and was described additional and the selection of the process of the proc

The directorate brought the optential Attache and spouse to Makhington to appear before the selection panel, the purpose of which was to determine if the husband and write could severe the professional professiona

Attache Selection Criteria

The panels interviewed officers who were selected according to the following five criteria: 14

GRAVES - Captain through brigadier general.

- 2. REAL PROMOTABILITY Gutstanding record with no passovers.
- 3. ADVANCED DEGREES Preference for degrees in international affairs or foreign languages.
 4. LANGUAGE PROFICIENCY Proficiency rating of S-3/R-3
- required for most positions.

 5. WELL-ROUNDED AIR FORCE CAREER Volunteers encouraged, but officers must ment requirements.

ENLISTED SELECTEES

Enlisted personnel nominated for duty within the Defense Attache System were usually staff sergeants through master sergeants, who were assigned as "intelligence assistants", and sentor and chief master sergeants, who were assigned for administrative specialists and aircraft mechanics.15

As with fellow officers, selection panels interviewed emisted canduates and their spouses. The panels consisted of seven members: the director of Attache Affairs, the chiefs of the odivisions within the directorate, three senior MCOS from within the chief of the control of the chief of the

ENLISTED SELECTION STATISTICS

	CY1984	CY1983
Total Panels Conducted Approved by Panels	22 22	22 21
Disapproved Panels	0 47*	1 46*
Withdrawals before DIA Approval	2	
Approved by DIA Disapproved by DIA	44 .	42 0
Approved by DIA but	•	٠
Returned because of Incumbent Extension	0 15	1 13
Consecutive Overseas Tours Prior Attache Team Members		
Selected Non-Volunteers Nominated**	3	5 0

The number nominated to DIA exceeded the number approved by the panels because some persons were nominated for consecutive overseas tours or had prior Attache service experience and no panel interviews for them were required.

** The non-volunteers were two staff sergeants for Zaire and honduras and one senior master sergeant for Argentina.

Although the directorate had in other years nominated non-volunteers to the DlA, leutenant Colone Gillasy noted that such nominations in 1984 might be the start of a trend. He thought that terrorism was responsible for keeping some qualified personnel from applying for duty in the Defense Attache System. Individuals a lenealy in training for the DSS had indeed set included the terrorist violent and the terrorist violent and the terrorist violent at the Sudan, where starvation was indespread was difficult because Air force personnel were reluctant to bring their families into such tragic conditions of life. 17

TRAINING PROGRAM

After the selection process, the directorate designed a training program for the Attache-designated, which was tailored to his needs, taking into consideration his background and the country to which he might be assigned. As a rule, each individual attended a twelve-week course at the Defense Intelligence College in Washington, D.C. Spouses were encouraged to attend the entire course and to join tours and attend seminars sponsored by the State Department. If necessary, an Attache-designate and spouse attended a five to ten-month language course. Some officers required additional specialized training such as that involved with the C-12 aircraft. In those countries where the government was considering the purchase of an aircraft as sophisticated as the F-5, F-15, or F-16, or had already purchased such aircraft, the directorate arranged for a series of specialized briefings with the aircraft system's project officer and with factory representatives at the production line. The Attache also attended a series of specialized briefings and consultations at the Defense Intelligence Agency, the Central Intelligence Agency, and the Pentagon. Prior to arriving on station, Attaches received priefings at the appropriate unified command. B

Language Tutor Program

Because of the critical importance of language fluency to the Attache mission, the diversionate funded a language tutorial program for the designate metal as significant period of time between completion in 1984, languages were tutored for 338 hours to stotal cost of \$4,873, an average expenditure of \$14,60 per hour. The languages were: Tag alog, 8 weeks; Russian, 11 weeks; indimensian, 8.5 weeks; Korean, 11 weeks; Chinese Mandarian, 5 weeks; French, 15 weeks; horwegian, 9 weeks; Italian, 15 weeks; and furkish, 2 weeks. 19

In-Country Language Training

Some designate Attaches also received in-Country to program the product of the control of the co

Naval Postgraduate School

To improve the qualifications of the Attaches, the limited rest is one designates to the havel Postgraduals School in Monterey, California, for enrollment in a master's degree promein provided the property of the propried lated twice months. Language training them followed, conducted by the Defense Language institute, which lasted from 5xx to twelve months, depending on the difficulty of the language. Loon completion of language scentrist fairs, Zers, were awared masters' degrees in maliphal security fairs, Zers, were awared masters' degrees in maliphal

In 1984, the directorate sponsored four students at the haval rostgraduate School. It also funded a guest lecture program there, for the benefit of attache designates. There were forty-three speaker presentations during the year, at a cost of \$9,582.78.22

On Station Language use

During his staff visits to Africa and the Middle East in 1984, SNSgt Kenneth E. Pool, NCOIC, Attache Affairs, reported the following about language use on station:²³

Monrovia, Liberia: The AIRA said French language is essential for the AIRAche and desirable for the spouse. Presently, French language is not required for the AY, but both Nagro Underwood and MSgt Rauscher believe the language capper underwood and the language has helped him tremendously in mis dealing language has helped him tremendously in mis dealing. with airport officials throughout the country. It is my understanding future AM requisitions will call for French language qualification (5/2, R/2).

Lagos, Nigeria: Language training is not required as English is spoken locally. However, the AIRA has had formal French language training as part of his degree program through the Navai Postgraduate School.

Carro, Egypt: Language training is not required for enlisted personnel. Attaches are required to attend Arabic language training and both the AIRA and ARIRA said it was very beneficial, particularly and showing the capability and desire to speak Arabic when taking to senior Egyptian officials.

Aman, Jordan: Arabic language is a requirement for the AläR position. The AläA said he doesn't feel the language is necessary to do the Job. officer is completely profiteer in the Arabic language, ne is better off to use inglish as most all government officers and officers speak the inglish language. Based on our limited visit to Aman, I dign't have any understand Endishting as most people did speak and understand Endishting as most people did speak and

Tel Aviv, Israel: Language training is not required for support personnel as English is commy spoken throughout the country. Hebrew is required for Attaches and they commented even though not absolutely required to do the job, the effort and ability to speak hebrew with senore Israel officials is highly remarded.

SUPPORT ON STATION

The directorate continued to provide support to the Attaches on station, assisting them with information items or referrals to those who were best belt to provide the required answers. The following illustrate the type of assistance the directorate provided in 1984:24

In February, the Air Attache in Korea requested permission in advance to accept invitations for orientation rides in Royal Korean Air force aircraft. The directorate contacted #0

JSAF/X001D, HQ USAF/CVAII, and DIA/AT-3 and obtained the permission.

In February, the Defense Intelligence Staff Division of the Ministry of Defense Relaysia asked the Attache there to provide a list of Attaches with ranks and dates who were accredited to Malaysia since independence in 1957. The divinctionals provided the 11st back to 1953 and available that prior to 1963 the Air Attache in Sinappre was accredited to Malaysia.

The Commander of Southwest Composite Air Dirition (Japan) was awarded the Legion of Merit by the Commander Fifth Air Force (U.S. Air Force) when e departed his position. He had been trying to obtain extra ribbons to display on his uniform. In March, IAn obtained the ribbons and forwarded them to the Air Attache for presentation.

In April, the Air Attache in China requested ten 8 x 10° color photos of 25 different hA5N subjects, such as the space-lab and space shuttle, and three color wall posters of the same. Him obtained the negatives from MA5N, arranged for the reprints to be made, and forwarded them to the Attache for presentation to the Chinese.

In Agust, the Air Attache in Peru sent in a message saying he had been contacted by a woman who said that him was the divorced wife of a retired air Force Brigader Jenneral and was military medical facilities. The directorate researched the request and found that according to Public Law 97-252 of the U.S. Cook, the woman was not eligible because she had not been married for

STAFF VISITS TO DAOS

From 10 to 27 September 1984, SMSgt Pool, the NUCLE of Attache Affairs, and Maj. Gen. Walter R. Longanecker, (USAFA), retired, Special Assistant to the AGS/I (HQ USAF/IN), made a staff support visit to the Defense Attache Offices (DMOS) in Monrovia, Liberia, Legos, higeria, Cairo, Egypti Amban, Jordan; and Tel

Asia, Israel. From 1 to 20 November 1984, Colone Kincaid and Singi Pool made a staff support visit to the AdOS in hong of (Defense Liaison Office), Bejing, China: Manila, Philippings, Seol, Koreak Lusale Lumpur, Alaysia, and Jakarta, indonestia. The purpose of the visits was to enable these May performed the purpose of the visits was to enable these May performed the stage of the purpose of the visits was to enable these May performed conditions, dependents! environment, school facilities, travel and cultural opportunities, and family considerations at the Attache posts in order to enable the directorate to better match candidates with Attache offices and to realistically brief the designate about the testite was to show the NGOs and officers that the Aft force had not forgotten them and was still vitally interested in their more land welfare. 29

In Africa and the Middle East, the cost of ing for the DUG personnel presented some sharp contrasts to The overall cost of living is high and the LAN was averaging SID-IS per day for our families, depending on rank and number of depending the form the commission of the commission o

seasos, kisperas: The food cost in the mossy Cooperative Commissary is very expensive and the shelves are bare sometimes because shipments shaken't arrived or they have been titled up in highering customs. The COL, in Lagos for an C-7 with three dependents was allowing our fells to live a decent standard of living. The KIRA shamit feel the COLA was high enough, and I remidded the AIRA and OPSCO that they should stay on top of food increases both on the economy and in the commissary on they could make their COLA increase commissary on they could make their COLA increase all, the COLA is a necessity for Lagos and I is definitely helping our Attached personnel.

Cairo, Egypt: Cairo has a DDD commissary, APO, and excellent government quarters. The local economy shopping is very reasonable and generally all personnel were living a good standard of living with little or no financial burdens. All in all this is an economically 80.04 assignment.

Account Jordan: The local economy in Account to year Joseph and the Jordan in Account to the Alakara of SCOO was most teem and services are three sees the cost compared to stateside. I did note, for example, a decent evening meal in the hotel we stayed was 325 - 330 per person. The BDO members are receiving a COLA and it is offsetting some of the costs, which is a big helb.

Tel Avv, Israel: The local economy in Israel: Seepnessive a compensive outlets for our folks in Israel sock as spitzeeing and very separative for our folks in Israel sock as spitzeeing and very service for a inspect club activities are very expensive. Most of the misted personnel do in-holme entertaining and they indicated this as preference, not only financial, loverally, Bob personnel are living confrontly without the personnel are living confrontly without personnel are living confrontly without the personnel are living to the personnel are living the the personnel are living to the living the living the living the the living t

AIR ATTACHE INCENTIVE SUPPLY PROGRAMS

The Air Attache Incentive Supply Program was a program whereby tasteful yet inexpensive items were given to individuals, organizations, or groups who were in positions to assist in developing social contacts. The program in 1984 operated on a budget of approximately \$23,000, with INM requesting that for 1985 the budget be doubled.²⁷

NEWSLETTER

The directorate continued to publish the newsletter takethe Affairs. During the year, three editions were publish, in April, September, and December. They reported information on such topics as changes in personnel policies, follow-on assignment options, personnel changes, and convenings dates of promotion and professional inlitary education beards, 80

MID-TOUR REPORTS

The directorate's policy of requesting that Attaches submit mictour reports continued in 1984. The reports were do to improve the lot of the Attaches for the last half of their tours and were invaluable sources of information for the Attaches for the casting sets of the last half of their tours and were invaluable sources of information for the Attaches designates. The candid reports covered such topics as quality of life, family considerations, costs, Air Force support, profuse areas, plessurable aspects of the assignment, and recommendations. 29

POSTERITATE MOSTOWINGS

Promotion rates for Attaches as a group were 15 to 40 percent higher than line of the Air Force over the last two years. The statistics were as follows:30

ATTACHE PROMOTION STATISTICS

	X AIR FORCE	* ATTACHE	NO. ELIGIBLE	NO. SELECTE
CY84				
Col	43.6%	66.6%	3	2
LtCo1	62%	80%	10	8
Major	78%	100%	8	8
CY84				
Col	43%	0%	4	0
_tCol	60%	83%	12	10
Major	77%	100%	8	8

Over the years, the captains eligible for promotion to major have had the best promotion rate, with everyone eligible consistently being promoted.

Statistics for enlisted promotions were as follows:31

ENLISTED PROMOTION STATISTICS

	X AIR FORCE	* ATTACHE	NO. ELIGIBLE	NO. SELECTED
CY84				
CMSat	23%	0%	6	0
SMSat	12.8%	17.6%	17	3
MSqt	29%	28%	21	6
TSgt	18%	33%	+ 15	5
CY83				
CMSgt	17%	20%	10	2
SMSqt	15%	33%	15	5
MSgt	26%	57%	21	12
TSat	13%	29%	17	5

Over the two years, the enlisted personnel in the Attache System were usually promoted or at higher rates than their counterparts in the line Air Force.

INSCHEDULED RETURNS FROM STATIONS

Two officers and four enlisted personnel returned paschediled from their duty stations in 1984. The DATI in

Venezuela was curtailed for reasons pertaining to personality conflicts within the DAD and the DATI position changing to an Army position. Upon his departure, he had served four-teen months of the three year tour. The DATI in the United Kingdom requested and was granted curtailment for personal reasons involving his family, Upon his departure, he had served thirteen months of the three year tour. A staff sergeant and a technical sergeant stationed in Sirael were returned because of dependent meet cal process of the process of

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CHAPTER IV INTELLIGENCE SUPPORT

DIRECTORATE OF SECURITY AND COMMUNICATIONS MANAGEMENT DIRECTORATE OF INTEL·IGENCE RESERVE FORCES DIRECTORATE OF PERSONNEL DIRECTORATE OF INTEL·IGENCE DATA MANAGEMENT (See #7.10°C 1938 HISTORICA, DATA RECORD)

* INY DID NOT DO. DITE ONE.

the general officer level when they intertwined management headquarters with non-management headquarters activities.4

Directorate Structure

During the year the directorate continued to operate with 11s three subordinate divisions: Personnel Security Division (INSB), Management Division (INSC), and the Special Security Office (SSO) MQ USAF (INSD).

The Personnel Security Division (INSB) was divided into three branches, Adjudication, Billets, and for CauserDue Press. In 1884 while the INSB branches remained the sense, an administrative team was established in August to more effectively use administrative personnel.⁵

The basic three-branch organizational structure of the Management Division (IRGC, reasonand the same in 1984: Operations and Policy Branch, Administrative Support Branch, and the Facilities Branch. There did occur, however, a functional reorganization within the division to enhance its capability proposed. Officers of higher rank were assigned to IRGC, and the division requested and had approved the copyersion of a clerktemographer position to a security position.

In the latter port of 1984, the SCI Product validation Branch (1858), was dissubalished, and the duties, responsibilities, and two manpower positions were transferred to the Management Division (1865). The branch was transferred to the product of the product of the state of the

After the transfer, the Special Security Office MQ LSA* (IMSD) consisted of only two branchers: Special Security Gaucation and Training Branch (IMSG), and Special Security Operations Branch (IMSG). The transferral action pertrained to only departmental SGI product responsibilities, SGI product responsibilities that affected Air Force activities within the Maximal Capital Region

remained with INSO. As a result of the transferral, a new one person section was created within the Special Security Operations Branch (INSOD). This was the SCI Product Management Section (INSOD) and was responsible for SCI product management action and the management of the SCI product management action base management some the science of the SCI product and science (NEW SCI PRODUCT OF THE SCIENCE OF THE SC

MANPOWER

Key Personnel

Col. Robert B. Hugy, Jr., continued as director of INS. Lt. Col. Raymon E. Abel, Jr., continued as the deputy director. Two division chiefs, Colleen M. Cornwell and Maj. Richard P. Viau, also continued to head the Personnel Security Division and the Special Security Office, Mg USAF (INSO), respectively. On Anowember 1984, Maj. Fred Allen, III, a former operations of ficer, replaced Lt. Col. William R. Burton as head of the Management Division (INSO.) 9

Manning Strength

 \blacksquare As of 31 December 1984, the manning strength of the directorate was as follows: 10

	NO. AUTHORIZED	NO. ASSIGNED	PERCENTAGE
OFFICERS	11	9	82%
ENLISTED	46	45	98%
CIVILIANS	27	20	74%
TOTAL	84	74	86%

Manning Requirements

Throughout the year, the directorate was continuously involved with activity to realign and upgrade positions within IMS, especially the Management Division (IMSC). In January, and 3 captain's position was transferred from IMSC, resources to IMSC, 11 the pustification for this was as follows:

Mission requirements for USAF sensitive compartments (SCI) physical security oversight and review are increasing at an annual rate of 14%. Duties require site inspection, evaluation of extension documentation, exceptitation, review and evaluation of eaview requirests, exercise evaluation and representation

of the ACS/I to national level agencies. Since 1879, the number of SCI facilities (SCIFs) has increased 54%. The growth of the SCIFs has severely strained the one deep GS-12 physical security speciality position. The focusebent simply cannot be both in the field on an expension of the property of the SCIF of SCIF CASE of SCIF OF SCI

On 24 January 1984, INS requested that the AFIS Directorate of Personnel and the AFIS Manpower and Organization Division implement a reorganization for INSC involving fifteen positions, all within INS control and supervision. The reorganization was approved.13

In February, Colonel Nuey, the director of INS, requested that AF/INMS approve the conversion of two enlisted authorizations, in strategic operations/policy and communications areas, to civilina authorizations, one a 65-711 and one a 65-912.4 in justifying the request Colonel Nuey explained the following: 19

There is great disparity between rank and responsibility winthin AFS/SI/NS when you consider the scope of tasks assigned to satisfy the AGS/Intelligence responsibilities for Sensitive Compartmented Information (SCI) system management. The SCI system is worldwide, cuts across every Air Force major command, and requires total involvement with and direction from the content of the

For whatever reasons, the Directorate's authorizations have been allowed to stagnate over the years to the point where they provide an operationally unacceptable ends of maturity, insight, experience, training and rank to accomplish our mission. The problem becomes one of appropriateness for exercising authority necessarily inherent with assigned reappossibilities.

a. On a number of occasions, necessity dictated the use of TSgts and MSgts as Air Staff Action Officers, simply because there was no one else available to do the job.

of concern from all involved since their authority to

act calls into question the appropriateness of the NCO's function.

Fortunately. I have had NCO's who were experienced in the "ways" of the Air Staff because of the length of their assignments and their finate sense of survival. Nonetheless, they have always been out of their "depth" and routinely staffed actions where their counterparts were Majors or Lt. Colonels.

In an attempt to rectify these shortcomings, I have Foroganized, realigned, reviewed and modified all possible and conceivable actions. A thorough review of Alfricker in telligence amopped allocations revealed assigned to AF/IM-AFIS, and 47% of all enisted personnel assigned to AF/IM-AFIS, and 47% of all enisted personnel assigned to AF/IM-AFIS, and 47% of all enisted action that will have long-term impact and bring some sense of correlation between grade and responsibility.

This report was approved.16

On 17 May 1984, the directorate again requested to and received approval from the AFIS Directorate of Personnel and the AFIS Manpower and Organization Division to realign six IAS positions, involving the grades of senior master sergeam, master was to place a senior, master sergeant's authorization from IMSS resources within IMSC. 17

Also with regard to manpower assignments, Colonel Hugy requested that Maj. Fred Allen, III, who was head of the Management Olivision (INSC), be removed from his proposed assignment to Afr Force Systems Command. Major Allen was a volunteer for an assignment with AFSC, but was not identified as a mandatory reassignment resource. The circumstances of INS's request were discussed with Major Allen, and he supported the equest. 18 The justification for the request was as follows: 19

In his position within the Directorate of Security and Communications Management (has), Major Allen is the principal involved in developing Air Force Sensitive Compartmental Information (SCI) policy, directing 000 will be sensitive Communication and Communication Communication and Deading the Air Force MAJON SCI inspection staff assistance teams. In addition, the evaluation of Air Force Defense Special Security Communications System/General Service telecommunication center (ICC) consolidation and the solected Air Force Security Communications and the selected Air Force Secural Security Offices (AFSSS)

and TCCs. These projects are phased for implementation through late 1985.

At the mis-point of these projects, the loss of Major Allen would be gravely disruptive not only to INS but to the Air Force by removing the essential element of continuity, Major Allen is fully trained and uniquely qualified with his Electronic Security Command background, previous multi-level MSSS and splenents, Presently, there is no replacement for Major Allen and no reglistical elements.

JAS as only eleven officer positions authorized with nine officers assigned. Of these nine officers, six were assigned within the past nine months. Couple this fact with the retirement of our senior civilian SCI policy expert (Mr. Roger Smith) in March 1984, and you, can plannly see that the reassignment of Major Allen cold not have come at a more inopportune time.

The AFIS Directorate of Personnel approved the request.

PROJECT MOVE

On 13 July 1988, Maj. Gen. Pfautz, the ACS/1, announced that after careful study ne had decided that AFIS/MS (except HAFSSM), would vacate its space in the Pentagon and move to the second floor of building 200, Bolling MS grant move to the control of the second floor of building 200, Bolling MS grant move to the control of the second floor of building 200 were finished, estimated to be in Pébruary 1985. 00

The reason for the move was to open up space in the Pentagon for the Directorate of Estimatel's General Threat Division (AFJIRG). The division's location at Bolling AFB often precluded its personnel from making timely responses to taskings from the Air Staff and impoded their day-to-day working with the Force Structure Committee, AFFAO, AFFAS, and AFMO.21

From July through December, 1MS held numerous meetings with the Bolling base civil engineers and an architect/engineers in property of the pro

PERSONNEL SECURITY

The personnel security function of the directorate was the responsibility of the INSB division, which managed the worldwide SCI personnel security program for Air Force military, civilian, consultant, and contractor personnel who required access The division administered and initiated special background investigations (SBIs) for the five-year update program. It administered code "8" and "5" programs in accord with AFM 300-4 and administered "due process" procedures for SCI denials. It maintained the master personnel security files and the master copy of non-disclosure agreements. The division certified SCI clearances and authorized the indoctrination and debriefing of Air Force personnel for SCI information. It approved Air Force SCI billets and managed the entire Air Force SCI billet structure. It supported the Air Staff and AFIS for all SCI billet actions and maintained the master Air Force SCI billet rosters. It also maintained liaison with Military Department Intelligence agencies and other members of the intelligence community regarding SCI, personnel security, and billet matters. The division staffed all congressional and inspector general inquiries which were related to the SCI program, and it also managed the "For Cause" discharge program, 23

Statistics

The management of the SCI Personnel Security Program and Science of the Science of 28,614 personnel/security cases adjudicated; 2,871 cases microfilamed; 26,618 file searches conducted; over 5,000 SCI billist requests processed; and 284 for class discharge cities of the searches of the

Polygraph Use "Test"

DO Grillin and mittary personnel and defense contractor employees were to undergo a counterintelligence (CI) polygraph examination by 30 September 1985 as conditions for employment in jobs with access to sensitive information. The Air Force was allocated a gouta of 1,500 individuals to be polygraphed by the Air Force Office to Special mid-viduals to be polygraphed by the Air Force office of Special Program and the major impact on the 185 directorate, compared with the impact caused by the decision to use the polygraph on all military personnel assigned or detailed to any hational Security Agency organization. The 185 directorate personnel hoped that the test in 1982-1987 and individuals correctly in SCI Status and future candidates nonnated for SCI.25

For Cause Discharge Program

On 3 January 1994, Maj. Gen. Pfautz, the ACS/1 (SST) restricted the suthernty granted to the Electronic Security Command (ESC) on 25 May 1973 to close "for cause" cases under the Yance emparantum. The ESC had had limited authority to close such cases, limited to those of a routine nature. The ACS/I determined that delegating closure authority of Yanc-Duncan "for cause" did not support the intent of current guidance from the Office of the Secretary of Defense and that the rescribing action would enable the Air Staff to provide standardzed application of OSD/SAF policies across the Air Force.

Request for Limited TS Clearance Authority

On 3 February 1984, the ACS/I requested that the Air Force Inspector General assist with granting the ACS/I limited authority for granting TOP SECRIF Clearance in conjunction with SCI access for retired general officers. The justification for the request was that DOD SECOL-1A/AR 205-1 permitted the granting of presson of the request was that DOD SECOL-1A/AR 205-2 permitted the granting of presson of the pressure of the pressur

The inspector general did not approve the proposal stating the following: "DoD policy (para 7-10), 000 5000.1-k) specifies that access to classified be approved by the head of the component or a 'single designee.' 0.847 originally was reluctant to name a designee below the Secrety-int level. For these reasons, an effort to designate the 4.857 is an approving authority is not likely to succeed. The inspection of the support of the 4.857 is an approving authority is not likely to succeed. The support of the 4.857 is an approximately the 4.857 is an approximately interest of the 4.857 is an approximately 4.857 in the 4.857 is an approximately 4.857 in the 4.857 in the 4.857 is an approximately 4.857 in the 4.

Conversion to 4C System

The Air Force conversion into the CIA sponsored Community-ride Computer Assisted Compartemented Control (4c) System was completed in June 1984 with a total of approximately 40,000 billets and SS,000 personnel records being converted. At the time of the conversion, the SABRE system which had been used by the Personnel Security Division for record maintenance was still in use. This system, however, was discontinued in October 1984 when Air Force Data Services Center stopped processing key punch cards. By December, the conversion of records into the 4C System for he Alaskan Air Command, Air University, and Space Command was completed. The quality control and update of records for the Air staff was near completion.

All nondisclosure agreements signed through December 1982 and in the SABRE data base were transferred to the 4C System on 12 June 1984. They were put on tape and boxed for shipment to a permanent storage area. Nondisclosure agreements after 1982 were filed and periodically added to the 4C System.

Microfilming of Records

During the year and immediately after the adjudication of cases, all cases containing derogatory information were microfilmed, resulting in a centralized location for these files. As of December, the f'crofilm data base contained over 150,000 personnel security dossers.32

Interpretation of DSM-III

In June 1984, Maj. Richard Bloom, a licensed clinical psychologist, began conducting weekly senienas on how to interpret mental health diagnoses relative to SCI eligibility. Major Bloom reviewent the Dangnostic and Statistical Namual of Mental Disorders (DSM-III) and discussed selected cases. As a result of his tutelage, a greater understanding of the DMS-III assisted adjudicators in making informed decisions concerning individuals and their eligibility for SCI of the DMS-III assisted and their eligibility for SCI of the DMS-III assisted and their eligibility for SCI of the DMS-III assisted and their eligibility for SCI of the DMS-III assisted and their eligibility for SCI of the DMS-III assisted and their eligibility for SCI of the DMS-III assisted and their eligibility for SCI of the DMS-III assisted and their eligibility for SCI of the DMS-III assisted and their eligibility for SCI of the DMS-III assisted and the eligibility for SCI of the DMS-III assisted and the eligibility for SCI of the DMS-III assisted and the eligibility for SCI of the DMS-III assisted and the eligibility for SCI of the DMS-III assisted and the eligibility for SCI of the DMS-III assisted and the eligibility for SCI of the DMS-III assisted and the eligibility for SCI of the DMS-III assisted and the eligibility for SCI of the DMS-III assisted and the eligibility for SCI of the DMS-III assisted and the eligibility for SCI of the DMS-III assisted and the eligibility for SCI of the DMS-III assisted and the eligibility for SCI of the DMS-III assisted and the eligibility for SCI of the DMS-III assisted and the eligibility for SCI of the DMS-III assisted and the eligibility for SCI of the eligibilit

MANAGEMENT

The Management Division continued to manage the worldride Afr Force Special Security Office (SSD) system and coordinated the use of SCI in special access programs. It formulated, promulgated, and interpretes CSI policy for administrative, informational, communications, and the state of the

recommended Air Force policy on the Air Force use of the Uefense Special Security Communication System (DSSCS) and dedicated communications support for intelligence systems. It also managed and participated in the worldwide SCI security management inspection program, 34

Now addition to the mission of the division occurred in November 1984 as a result of "Project Move" requirements. The division assumed responsibility for Air Force-wide SCI product validation and dissemination of policy formulation. 35

Publication Management

The division continued its effort to beprove the quality of USAY SCI Security publications in the USAFIRIZ 021-X series. These publications, issued in accordance with AFR 0-3, were used to promulgate Department of Defense and Director of Central Intelligence SCI security policies by establishing standardized USAF procedures. The sensitivity of these policies and procedures precluded their incorporation into standard Air Force regulations, contains the contract of the Contract of Central Central Contract of Central Centra

Stemming Unauthorized Disclosures

USAF,INS and provide the data listed in para 5 below. Classify according to content but at least confedental to prevent further disclosure. The information requested is required by the DCI Security Committee and SDD/TD/GD/SDO HO Fir Force to determine the degree of exposure in the media and for damage control.

B. Circulate a security advisory to subordinate Soil indoctrinated personnel (and others at the direction of the SIO) that an apparent compromise has occurred resulting in intelligence information appearing in the media. Personnel should be remined

not to comment on the information and that, unless otherwise advised, the information remains classified.

3. Procedures for special security review situations:

A. If an item is submitted for security review by a person not now or previously indoctrinated for SCI, and the inquiry or information is found to contain SCI or other sensitive intelligence which is based solely on sources in the public domain, forward an immediate precedence DSSCS message to SSO USAF/INS providing the information noted in para 5 below. Upon receipt, the AF rep to the SECOM will notify the chairman of the SECOM for guidance. If immediate action is required, the person will be discreetely requested to delete the sensitive portions or to express the information in only the most general of terms so as not to further disclose intelligence sources or methods. under no circumstances should the person who submitted the item or who made the inquiry be threatened with any legal action or antagonized. Every effort should be made to foster a cooperative negotiating environment while emphasizing the potential risk to national security. Ensure you include the proposed publication date or oo to press date.

4. Procedures for a media inquiry:

Any inquiry from the media must be handled in RFR 50-1, builth infrairs Politice and Procedures. If contacted directly by a member of the press, decline the interview and notify both the PAu and SIO/SSU under no tircumstances, should a person comment on, confirms or refute any inquiry related to U.S. intelligence activities. A report funder AFR 205-57 may also be required.

B. Forward an immediate precedence DSSCS message to SSU USAF/INS providing the information outlined in para 5 below.

Forward the following message as noted above. Modify as necessary. . . .

Classify according to content (at least CONFIDENTIAL)

SUBJ: Disclosure in Public Media (U)

Date of Article/Leak:
 Name of Publication and Article:

- Author of Article:
- 4. Author's Source of Info: (If known)
- 5. Distribution of Info: 6. General Subject Matter:
- 7. Classification of Info:
- 8. Classification Authority:
- Originator of Classified Info: (If known) 9. 10. Initial Damage Assessment:
- As a reminder, intelligence information appearing in the public media does not constitute declassification and may not be cited as a source in any article, paper, speech or other forum by a person who has had access to intelligence information by virtue of his or her official capacity. Unclassified or declassified official information not approved for release under AFR 190-1 may not be released to the public domain or to foreign nationals.



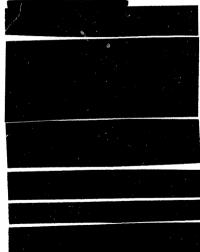
Inspection Program

The Management Division revamped and reemphasized its inspection to ensure completion of the ACS/I's responsibilities for inspecting major commands' SCI security management programs and all new sensitive compartmented information facilities accredited during the previous year. For the fiscal year 1984, the division budgeted \$58,000 to make inspection trips to SCIFS worldwide, operated by both Air Force elements and defense contractors. Procedures were also implemented to monitor the correction of deficiencies noted during the inspections. 40

To help strengthen the inspection program, the directorate made a concerted effort to obtain knowledgeable, experienced, and mature personnel for the division. The new personnel, along with a few others, were sent to the Air Force Inspection School to improve their understanding of inspection procedures. 41

During 1984, all the major command SCI security management offices were inspected. Seventy SCIFs were inspected during the year, representing 27 percent of USAF SCIFs. As of December, there were 280 SCIFs accredited, 47 of which belonged to

contractors (compared to 248 and 42 in 1983). There were also 134 pending actions for construction or major modification of SCIFs. $^{42}\,$





The target date, 31 August 1984, for the installation of the AF/IA number of Message handing System (AFMS) was missed, because of problems with the acquisition of communications of communications of communications of the state of the communication of the state of t

Committee Members and Instructors

During the year, personnel from the Nanagement Division continued their participation in the Central Intelligence Agency's Security Committee (SCOM') subcommittee and working groups. Including the Compartementation Subcommittee, buttonized Disclosure Subcommittee, Physical Security Morring Group, and Telephone Sacirity Pane. The Morrison De Towleder Intelligence Security Pane Intelligence Security Morring Group, and Conference, sponsored by the INS directoffate, and to the Physical Security Seamlers, sponsored by the Security Committee. 99

SPECIAL SECURITY OFFICE

The Special Security Office, HQ USAF, was responsible for the security of sensitive compartmented information (SCI) within the Office of the Secretary of the Air Force, NQ United States Air Force, and the Air Force Intelligence Service. IASO division operated on a seven-day, thenty-four-hour basis to provide the mecsary security facilities for the receipt storage, protection, distribution, and destruction of all SCI and SCI-related materials for the offices it serviced. 50

The division also provided privacy communications support for sensor staff officers, managed highly restricted SCI

programs, and supported a variety of Special Access Programs at HQ 1854. The Special Security Office (SSO) inspected with augmentees from AFIS/MSS, IMSC) the sensitive compartmented information facilities (SCIFS) within the National Capital Region and investigated SCI security violations and possible compromises. The Evision Compartment of the State of the State of the State of the Programs of the State of the S

Security Education

During the year, much activity within INSD concerned security education.

SCI Security Management Course

November 1805 possesses the four-agy SCI Security Measures and November 1805 possesses its four-agy SCI Security Measures are included in the AFS DOG Covers for the AFS DOG Covers are included in AFS DOG Covers for the AFS DOG COVERS IN AFS DOG COVERS AND AFS DOG COVERS DOG COVE

Some of the topics discussed in the course were the following: physical security accrediatation, SCI communications, SCI billet management, security incidents, personnel security, counter-intelligence, and ADP security.

SCI Security Manager's Conference

The Special Security Education and Training Break (ISSE) managed the second Aft Force-wise SCI Security Manager's Conference, 5-6 hovemer. The four-day conference afforded SCI security management personnel an opportunity to discuss and review key SCI security policy issues which would assist AFISTIMS in its final preparation of USAFIMIC CONTROL of USAFIMIC ACCURATION OF THE PROPAGATION OF T

Some of the topics discussed at the meeting were Defense intelligence Agency product dissemination; USAF SCI indoctrination and education program, and personnel security. Some of the speakers were from the Central Intelligence Agency and Federal Bureau of Investigation. Security and Security of the Security Security of the Security Se

DAG Messages

1800 was responsible for disseminating Defenne Address forces DMG) ING originated messages within the Art Staff affice and Artis. DMG ODMAN was the primary DMG used to disseminate SI policy guidance. DMG OULHA was the DMG used to disseminate SI policy guidance of the DMG of the SI policy guidance of the DMG SI policy guidance of the DMG SI policy guidance of the DMG SI policy GMG of the DMG SI policy GMG significant of the DMG SI policy GMG SI policy GMG significant of the DMG significant of the DMG significant of the DMG s

In 1984, the following numbers of messages were issued: 51 ODANS, 7 Ollah, 12 OSSIZ, 19 JUGBY, and 94 ROXAD.57

Participation in DIA Security Program `

The Special Security Education and Training Paractic (INCR) managed at Force participation in the Defense Intelligence Agency's SSD/TCO Security Chanacement Program. Ten Air Force memorrs attended the program 22-26 October 1984. The program was not planned as a preliminary orientation, but instead was for increasing and expanding the knowledge and expertising and expanding the knowledge and expertising and expanding the knowledge and expertise for security and the second program of the program of the second second

Major topics in the program included SCI security management and sanitration; physical, computer, telephone, and TEMPEST security; electronic and physical security threats; locking and intrusion alarm devices; SCI document control and dissemination; and communications, 60

Participation in DCI SECON Activities

AFIS/INSO represented the Air Force on the DCI Security Committee's (SEGM) Security Awareness and Education Subcommittee. The major input from INSO to the committee were 1.) the listing of the INS directorate's audious/sub products for inclusion in the subcommittee's "Catalog of Security Awareness, Materials" and 2.) support for the Security faducation Semana-5.

Support for CORONA Conferences

0.ring the year, the 8f5/1850 participated in two moridaties Art force Commanders' Conferences (CORONAS): CORONA SOUTH at homestead AFB, Flortda, 13-19 February 1984 and CORONA FAL, at the Art Force Academy, 1-6 October 1984. Intelligence communications and privacy traffic support was provided to all CORONA conference, 69

CORONA SOJTH

AF/CvS tasked AF/IN to provide Special Security Office (SSO) Support for CORONA SOUTH on 8 December 1983. AFIS/INS provided two commissioned officers and one senior NCO communicator to support the conference. In preparation, INS coordinated with DIA, NSA, COMMAVSECGRU, ESC. AFCC, AF/CVS, SSOs worldwide, and the USAF Conference Center at Homestead AFB. On 2 February. AFIS/INSDs advised SSOs, executive officers, and telecommunication center DICs that SCI support would be provided general officers. Instructions for communicating with AFSSO CORONA were provided. On 9 February, SSO DIA was provided with special instructions for forwarding high precedence privacy traffic intended for the chief of staff of the Air Force. Similar expanded guidance was provided to SSO MQ USAF personnel. On 9 February, the DIA Lebanon Intelligence Task Force was requested to add AFSSO CORONA to their electrical distribution. SHAPE, EUCOM, and USAFE were also requested to include AFSSO CORONA to their Lebanon related messages,64

CORONA FALL

The Special Security Office, HQ USAF (AFIS/INSD) deployed four individuals to Colorado Springs to support CORONA FALL 84. The team departed 1 October via military afrifit, 7-39, On-site coordination was accomplished on 30 October and continued until departure for Washington, D.C. on 6 October, and continued until departure for Washington, D.C. on 6 October, and continued until departure for Washington, D.C. on 6 October, and Continued until departure for Washington, D.C. on 6 October, D.C. on 6 October

No major problems were experienced. There were, however, some "lessons learned," which were as follows:67

- Departure for the conference site two days in advance of the general officers was essential for arranging necessary support.
- 2. A four person SSO team was essential due to the long hours required of the team (0230-1900 hrs) and the extensive driving distance between the Air Force Academy and MORAD Cheyene Mountain Complex, twenty-five miles away -- one hundred miles to comblet the courser circuit.
- 3. Two staff cars were essential for team logistics and a mobile hand-held radio.
- 4. Prock-up of non-duty hour GEASCR traffic through the AFA Telecommunications Center (TCC) was tasked to the SSO team. The TCC and CDROWA FA... command post called the SSO numerous times between 1700-09800 hrs on immediate traffic conferees. Several of these messages had "Deliver During Duty Hour" instructions. Others were readeressals (monthly LODM) that were not urgent. No IMMEDIATE precedence message required non-duty hour delivorty mour delivers.

Communications and Privacy Support

The AFIS/INSO provided SGI communications and privacy SGSS message support for the Secretary of the Air Force, the Chief of Staff of the Air Force, and other high level USAF officials downing their official travel outside of the Washington, D.C. area. Secretary Yerne Orr traveled throughout the Pacific and France, 2.) Central and South America, and 3.) the Pacific theater. The SSO HO USAF contacted numerous SSOs worldwide to arrange for the communications support. SS

Support for uSAF 510 Conference

For the USAF Sentor Intelligence Officers' (SIO)
Confference at Momestead M7, Florida, 4-9 March 1984, the
AFIS/INSL provided support for the transmittal of intelligence
communications and privacy traffic through a temporary 19355 TGC
stabilished for the conference. The INSO issued clear
centers about sending messages to precibed delaws:

Acquest all personnel for privacy messages have clear olivery instructions (e.g., Deliver immediately-interrupt Conference, Deliver at First Convenient Opportunity). Unless otherwise stated in the delivery instructions, all messages received with the conference and at the end of the day after the last presentation. If a response is required to your message, so indicate to preclude any confusion.70

Termination of MREMADIS

commortally available system from 1800s, sooms as the table system from 1800s, sooms as the table system from 1800s, sooms as the table bearson in the Separation of State and Defense Intelligence Agency. The advantages of XPP were that it was commercially available, look systems previously installed; existing data base could easily be modified for DSSC use; TEMPEST accreditable as a DSSC terminal; and reduced message oblivery times. Action was initiated as the property of the Separation of the

Automated SCI Document Control

During the year, initial action was begun to establish a requirement for an automated system to support IRSD's SIG document control responsibilities. This was crucial because the new Air Force Information Systems (AF/SI) mandated that punch cards were to be eliminated from the Air Force. Personnel from the IRSD washinged the use of an automated system within men to the Air Force. Personnel from the IRSD's needs. An estimated \$400,000 was required to procure the hardware for the system. The Software was owned by the government, available from SAF/SS. The option of obtaining maintenance from SAF/SS on a cost remoursable basis was being considered.

Statistical Summary

follows: 75

Incoming Messages Processed:	253,210
Total Message Reproduction Count:	2,646,420
Total Reproduction Count:	2,713,034
Outgoing Messages Processed:	14,612
Number of Courier Actions (Air Staff):	17,622
Number of Courier Cards Issued/Cancelled:	290/135
Incoming Hardcopy Documents Received:	38,236
Outgoing Hardcopy Documents Dispatched:	43,074
Number/Height ARFGUS Packages Received:	580/3,083
Number/weight ARFCOS Packages Dispatched:	958/4,198
Number Sessions/Persons Indoctrinated.	157/1,310
Number of Desk-Top Briefings.	404
Number of Persons Debriefed: Number of SCI Security Manager Courses/Persons: Number of SCI Requirements Validated/Cancelled:	445 5/152 615/957
Number of CONCAT Changes Issued: Number of SCI Releases to Contractor Validation Actions: Number of Entries Into REMADIS Data Base:	27 46 663
Number of GAMMA Requests Received/Approved:	537/526
Number of Security Violations Investigated:	25

DIRECTORATE OF INTELLIGENCE RESERVE FORCES

MISSION

The Directorate of Intelligence Reserve Forces (RI) directors the Air Force Intelligence Reserve (AFIR) Program and developed a combat ready reserve force to support active force intelligence operations during peacetime contingences or wartime mobilization. It managed the individual mobilization augmentee (IMA) positions, which were established by major commands and agencies, validated by the Air Staff, and transferred to the Air Force Intelligence Service (AFIS) for centralized control.

ORGANIZATION

During the year, there were no changes in the organizational structure of the directorate. The Administration Management Office (64A continued to provide typing support for the entire directorate and managed travel orders, correspondence, classified material, distribution, equipment, and supplies. The Operations and Readiness Division (ACD) was divided into the Readiness Branch (ACD) and the Operations around (ACDO). A Training Section (ACDD) as the Academic Section (ACDD) and the Operations Franch (ACDO). A Training Section (ACDD) as the Academic Section (ACDD) and the Operations around (ACDD). A CREMP, Security Granch (ACDD), and Quality Force Pranch (ACPD).

The Board of Advisors continued as a committee comprised of senior members who and served as area directors, commanders of detached training sites, or in key enlisted positions. The members individually and collectively advised the directorate commander on policies and other areas of importance to the AFIR program. They were tasked by and reported to the commander.

The Retried Reserve Representative (RRR) Programments without an undfitted voluntary group of retried former Almanders who were requested to continue supporting the AFR program by acting in areas of public relations, recruiting, and information. They were provided current program contents and the reserve that the process of the reserve that the reserve the reserve the reserve the reserve the reserve that the reserve the reserve that the reserve t

PERSONNEL

Effective 16 January 1984, the commander of the RE directorate, Col. John K. Oberst, was transferred to the POW/MIA Affairs Division of the Defense Intelligence Agency. Lt. Col. James A. Warner, who was need of the Operations and Readiness

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Division, was appointed the new director, until June 1984 when Col. Donald w. Swarn assumed command responsibility. Colonel Swain had been the commander of the 3400th Technical Training Wing at Lowry AFB, Colorado. Lt. Col. Warner retired from the Air replaced Warner as chief of the Operations and Readiness Division. Lt. Col. James L. Blauch, the chief of the Personnel Management Division, was transferred to the Defense Intelligence Agency in October 1984, to be replaced by Capt. Mark R. Bayer that same month.

As of 1 October, the mobilization assistant (MA) to the ACS/I was Brig. Gen. Arthur W. Green, Jr., USAFR. The MR to the DACS/I was Col. Jacques P. Klein, USAFR. The reserve forces advisor to the ACS/I was Col. Edwin Sano,6

Directorate Manning Strength

As of 31 December 1984, the directorate's manpower strength was the following:7

	NO. AUTHORIZED	NO. ASSIGNED	PERCEN
OFF ICERS	9	7.	78%
ENLISTED	19	18	95%
CIVILIANS	4	4	100%
TOTA.	32	29	91%

IMA MANPOWER STATISTICS

As of 1 October 1984, there were 1,911 authorized positions for individual mobilization augmentees (IMAs) -- reserve personnel -- and 1,311 IMAS were assigned. Thus, 69 percent of the authorized positions were filled. The manpower and personnel manning statistics by command are as follows:8

OFFICER EMI ISTED COMMAND PSN ASGN * PSN ASEN 100 1 Ω 16 16 *L.SAFF 89 139 42

107

16 100

SPACECOM

¹¹³ 16 *Includes EUCOM, EUDAC, NATO

OFFICER					ENLISTED	
COMMAND	PSN	ASGN	3	PSH	ASGN	*
AFIS/AFSAC AFLC DIA	115 28 226	87 13 179	81 46 79	84 2 61	42 1 38	50 50 62
MAC **PACAF SAC	198 180 83	180 145 73	91 81 88	48 268 83	18 107 46	38 40 55
AF/IN TAC DALM	46 29 75	44 29 68	96 100 91	3 22	17	67 77
CENTCOM ICELAND DEF REDCOM	14	7 2	50 67	6 2 2	3 1 2	50 50 100
SOUTHOUP USCARIB LANTOON	7 2 9	7 2 7	100 100 73	8 3 7	6 1 1	75 33 14
AZORES	_3	0	_0	_1	' <u>-1</u>	100
TOTAL	1163	982	84	748	329	44

^{**}Includes PACOM

AFSC Officer Manning Statistics

The Air Force Specialty Codes (AFSCs) with the highest number of officers were the following:9

number	di dilicera were rue ioli	Dwing.		
<u>AFSC</u>	TITLE	POSITIONS	ASSIGNED	PERCENTAGE*
8075	Intelligence Applications Officer	438	435	87%
8016	Intelligence Systems Staff Officer	157	130	83%
8085	Intelligence Targeting Officer	95	72	76%
8045	Imagery Intelligence Officer	101	62	61%

AFSC	TITLE	POSITIONS	ASSIGNED P	ERCENTAGE*
8025	Human Resources Intelli- gence Officer	84	56	67%
0910	Air Attache	56	30	54%
8096	Intelligence Director	34	26	76%
8035	Signals Intelligence Officer	26	26	77%
2275Y	Air Ops Officer, Nav. EW	15	14	93%
2895	Project Engineer	14	13	93%

*The percentage is the number of IMAs assigned by AFSC in comparison with the total number of IMAs assigned.

AFSC Enlisted Manning Statistics

The Air Force Specialty Codes (AFSCs) with the highest number of enlisted personnel were the following: 10

tomber of successful becoming were the contowned.						
AFSC	TITLE	POSITIONS	ASSIGNED	PERCENTAGE*		
20170	Intelligence Operations Technician	219	51	23%		
70270	Administration/Technicia	ın 61	62	102%		
20370	Linguist/Interrogator Te	ch 84	33	39%		
20150	Intelligence Ops Spec	53	29	55%		
20670	lmagery Interpreter Tech	44*	16	36%		
20199	Intelligence Ops & Targeting Supt	16	16	100%		
20600	Intelligence Ops & Exploitation Mgr	13	10	77%		
23171	Graphics Technician	9	9	100%		
20650	Imagery Interpreter Spec	28	9	32%		
702508	Staff Supt Admin Spec	32	8	25%		

*The percentage is the number of IMAs assigned by AFSC in comparison with the total number of IMAs assigned.

FLIGHTS ESTABLISHED AND DEACTIVATED

Detached training sites (DISs) and remote flights (Fits) were Established by the commander of the directorate, after a site survey determined that a valid training opportunity existed with a host base in an area where sufficient numbers of RIR reservists of the severists of the

INTELLIGENCE RESERVE DETACHED TRAINING SITES BY AD AREA



ANNUAL ASSESSMENT OF TARE PERSONNEL

The RE directorate's Air force Intelligence Reserve (AFIR) program was one of five programs in the Intelligence Air Reserve Forces (IARF) assessed by commands and separate operating agencies in 1984. There were over 3,000 IARF personnel, of which approximately 40 percent were in the AFIR program. In the

aggregate, the assessments attested to effective peacetime employment of IARF personnel. A few problems were also noted. A proposition of the processing processing the processing processing the processing proc

Colonel Edwin G. Sapp. the reserve forces advisor to the ACS/I, analyzed the assessments and responded to the highlighted problems. With the funding for the IARF IMA programs, there were eleven program element codes, four panels within the Air Staff board structure, and several program element monitors and package monitors involved, so the problem's solution was complex. He and Air Force Reserve budget personnel were working the problem. The issue of the loss of field grade assignees was being studied for submitting supplemental responses to the 1984 Wartime Manpower Planning Exercise. With the access issue, the commands were told that if they had a compelling wartime need for one or more of their IARF personnel to have compartmented access, they should detail the requirement and send it to Colonel Sapp for resolution. Cost reductions were causing the restrictions on overseas travel, and some relief was provided by special tour actions. In December, the RE directorate was studying the problem to see how the limitations were reducing readiness.13

uSC 678 Positions

Positions Approved

In December, the deputy to the chief of the Air Force Reserve and the deputy assistant secretary for Reserve Affairs approved the RE directorate's request to convert existing active doily positions within the directorate but convert existing active activ

Background

in accordance with AFR 26-1, statutory tour authorizations were establishmed to account for members of the Air hational Guard of the United States (ANGUS) and United States Air Force Reserve (USAFR) voluntarily serving on extended active duty or active duty (other than for training), for a specified time, usually over 800 days. Psy and allowances for extending the statutory of the state of th

voluntarily ordered to active duty for any purpose was 10 United States Code (USC) 672d. The specific statutory tour authorization for the RFIS/RE positions was 10 U.S.C. 678.15

The basic rationale for 10 U.S.C. 678 positions in the RE directorate was to acquire a better active duty and reserve staff mix. According to Major Parkinson, AFIS/REP:16

Experience has demonstrated that reserve forces are most effectively managed by a total force team mix of regular and reserve personnel. Reservists particularly complement staff integration. They are knowledgeable of the reserve force structure, regulations dealing with reserve personnel, unique program requirements, and personnel problems associated with being a reservist. They help tailor reserve programs to meet active force readiness and production requirements, while also considering the reservist's point of view. They often relate better to fellow reservists in the field who perceive that these individuals understand their problems and represent their interests. An additional advantage is that reservists who serve statutory tours acquire first-hand knowledge of, and experience in, reserve force administration. When they complete their tours and revert to reserve status, they contribute effectively to field operations of reserve organizations.

OPERATIONS

Annual and Special Tours

Ouring the year, the RE directorate scheduled over 2,400 annual and special tours. The 21,700 man-days committed to these tours equated to approximately 60 man-years of active force support and training. Statistics on the support provided to each M-Day command during 1984 are as follows:

	TOUR	ANNUAL MAN-DAYS	TOURS	RPA* MAN-DAYS		MAN-DAYS
	TOURS	MAN-DATS	10003	PROT-ONTS	1000	PPUL-DATS
AAC	8	96	2	86	1	61
ADCOM	2	24				
AF1S	160	1919	563	1618	14	248
AFLC	23	276	19	133	10	113
AFRES	1	12	1	2		
AFSC	8	96	43	89		
ATC	17	204	6	42	1	30
US CENTCOM	1	12	1	12	3	13
DIA	309	3710	186	788	76	603

		ANNUAL		RPA*		P Δ**	
	TOURS	HAN-DAYS	TOURS	MAN-DAYS	TOURS	MAK-DAYS	į
000	3	36					
JS LANCOM	5	60	1	12			
AC .	151	1832	98	679	9	109	
ACAF	101	1243	63	1438	3	50	
IS REDCOM	5	60	2	57	-		
AC	110	1310	39	255	5	59	
PACECHD	20	240	i	12		**	
IS SOUTHO	OH 7	86	÷	58			
TAC	82	977	78	433	3	134	
ISAF	54	650	23	280	1	1	
SAFE	83	1047	14	168	â	136	
THERS	3	36	10	44	- 4	136	
THERS	3	30	10	44	4	136	
TOTAL	1,153	13,962	1,157	6,206	133	1,699	
T	OTAL TO	URS 2,433		TOTAL.	MAN-DAYS	21,831	

*RPA: Man-days funded from reserve personnel appropriations which paid reservists while in training status or while providing training support.

**APA: Man-days funded from active force military personnel appropriations which pay reservists on temporary tours of active duty in support of a critical, temporary active force mission requirement.

Allocation and Reduction of Man-Days

USSUT

At the end of fiscal year 1984, on 1 October 1984, the RE directorate had not achieved a 100 percent utilization of its fiscal year RPn man-days. Only 88.7 percent of the man-days were utilized, with over 6,000 man-days unused.

This occurred because the training opportunities with the major commands and special operating agencies, which were forecast in Fig2 for Fig8, did not materialize. Since there were no training opportunities available which directly related to assigned working skills, RPA man-days were not obligated, resulting in less than 100 percent utilization. Therefore the Reserve Syrsonial heart (RMC) recent utilization. Therefore the Reserve Syrsonial heart (RMC) are presented in the RMC and the RMC and

The RE program was not seriously affected by the reduction, because it had previously requested an additional allocation of 400 officer man-days. This additional allocation compensated for the initial PY65 man-day reduction.

The final fiscal year 1985 RPA and MP- man-day allocations were as follows: 19

	OFFICER	AIRMAN	OFFICER TO	ENLISTED
Requested	16,901	10.576	10,033	4,730
Received	5,103	1,878	2,000	400
Final Allocation	4,953	1,517	2,000	400

Deployment to Panama

From 16 November 1984 to 14 December 1984, ut. Marco G. Parlato and Chigit Efrain Lozano, ur. deployed to Panama to work on a document exploitation project with the Army's 470th Military Intelligence Group. They worked in civilian clothing, translated documents, and produced intelligence information reports.*

TRATRING

Course Cancellations and Cutbacks

The directorate training program received a jolt outside year when the Air Training Command (ATC) cancelled several Air Intelligence Processes (AIP) courses, because of a lack of instructors. Intead of three courses, AIP 1, 11, 11, each being offered six times a year, each course was offered only three times a year, and the envillent outside research and AIP 1 were further reduced to only two offerings a year. Acceptance of the envillent outside the envillent outside the envillent outside the envillent of the envillent outside the envillent of the envillent of

*for a detailed discussion of the deployment to Panama see the chapter in this history on the Air Force Special Activities Center classes. Nonetheless, the RE directorate was able to process school applications and fill all quotes for the later classes, and in several cases requested additional quotas. 20

Curriculum Revised for AFSC 8075

As a result of the realignment of officer intelligence AFSCs in 1983, the RE directorate had to revise Air Intelligence Process (AIP) 1, 11, and Illi to accurately reflect the change in the DA Aircraft and Illian Accurately reflect the change in the DA Aircraft a thorweek course taken by the Air Force Reserves and the Air National Guard to qualify intelligence officers and ROUS in the 8005 career field. Hr. Ralph Whitebergh, the chief of the Ki orrectorate's Readiness Branch, and Gust. Richard C. Gustan Course and the Company of the Air Readiness Course (AIR) and Course and Course (AIR) and Course (AIR) and Course (AIR) and Course (AIR) and presented the RIS/RE proposals. The AIRT accepted the orat proposals, with minor changes. In AIRT accepted the orat proposals, with minor changes. In AIRT accepted the orat proposals, with minor changes.

HUMINT Training

DTS 10 Evaluation Responsibilities

The RE directorate designated the huMMT flight of Detached Training Site (075, 10, Narch 467, California, as the evaluator of 015 huMMT training, which included the use of interrogation approaches, questioning technicules, and intelligence reporting. Maj. Kenneth E. Musson commanded the Fliy-t. he performed a two-week active duty tour with ATIS-AUCH in jly to familiarize himself with evaluation concepts and procedures.22

OTS management and evaluation, of DTS MMMNT training beams effective 1 October 1994. Since then DTS 10 formatized the evaluation process by developing a comprehensive guide for DTS use. The directorate sent the guide to other DTSs and filer's Oversight responsibility for MMNNT training at DTSs wiss considered a necessary adjunct to formal training as necessary adjunct to formal training since it reinforced knowledge gained in the AFIR basic and advanced interrogation courses, 23

Revised Interrogation Training

On 8-9 September 1984, Detached Training Site 3 at Castle AFB, California, implemented a new HUMIAT training concept, which focused on each segment of the HUMIAT exploitation process. Personnel from seven Pacific Area DTSs participated in the training: DTSs 3. 10, 20, 24, 31, 44, and 49, DTSs 3, 10, and 44

assumed principal responsibilities for academic training and practical exercises, 24

UTSs 3, 10, and 44 also planned and organized the source screening/assessment exercise. Previous DTS HMUNET exercises had covered the entire HUMINI process ranging from source screening to termination and reporting. This was the first line that an exercise, was devoted entirely to exploring one segment of the process 25°

organizational elements functioned throughout the exercise, the control team and the interrogation center. The control team presented and discussed the following topics:²⁶

1. Purpose, significance, and principles of source screening/assessment

 2. Examination and evaluation of available data, such as capture tag, personal items, and identification documents

3. Visual observations of sources in detention and behavioral indicators

4. Source control factors and the importance of recognizing undentable knowledge that the source possesses

5. Looking for body language and reading indicators during screening and interrogation

 Froxemics, which is that space, large or shall, which everyone needs, to be used to advantage by interropators

Eight source screening/assessment exercises were performed, and knowledgeability briefs were produced. Interrogations used approaches and questioning techniques, previously learned at the ATIARC Basic and Advanced Interrogation courses and from repeated practices at the DTSs. 25

Readiness Branch, and the exercise control team evaluated the entire exercise. Whitehead the exercise control team evaluated the entire exercise. Whitehead to concluded the following: "The Source Screening/Assessment exercise proved an unqualified success. Principal credit goes to UTS 3, 10, and 64 for sound planning and reperation. We found that the new WHATH training concept will provide a thorough understanding order training concept will provide a thorough understanding order than the exercise that the exercise will be provided as a support of the exercise will be provided as a support of the exercise will be proposed the provided as a support of the exercise will be proposed the exercise with the proposed provided as a support of the exercise will be proposed the exercise with the proposed provided as a support of the exercise will be proposed the exercise with the proposed provided as a support of the exercise will be proposed the exercise with the proposed provided as a support of the exercise with the exercise with

"Total Force" Attendance at AIC and BIC

In July at the Anmed Forces Reserve Training Center, Los Alamitos, California, the filk Advanced Interregation Course (AIC) was conducted. The attendees represented the "total force." Four active duty personnel from the Course of the Course

Advanced Interrolation Seminar

By December 1984, an advanced or post graduate interrogation seminar, jointly developed by FiSARCA and DIS 47, was nearing completion. The seminar featured sophisticated methodology selected from the special interrogation correct of the Laboratory for Scientific Interrogation, Tel Aviv. Originally onvisioned as a five-day program, the seminar was reduced to two days, limiting content to only new saterval. It as programmed to continuous content of the program was sententially to be a first original to the seminar content of the program was sentially the program was sentially the program was sentially as the program was

Foreign Language Training

Total Immersion Training

A workshop held 26-28 October 1984 at the Naval Post total Immersion, Monterey, California, marked the fourth year of total Immersion foreign language training. A pre-workshop analysis of total immersion activities in 16-4 revealed improved languages of the second control of the second improved languages. Continuing the second in the second control of the second control o

AFIR FLP as Model

The c. S. Army FORSCOM invited Mr. whitebergh. AFIS/REDR, to be a guest speaker at the Army Reserve Component Language Training Conference, held at the Defense Language Institute, Monterey, California, 1-3 May 1984. Sponsored jointly by FORSCOM and DLI, the conference was intended to formulate an action plan for training thousands of Army Individual Ready Reserves (IRR) and members of reserve units. It appeared that the Army was under congressional and DOD pressure to implement a viable foreign language training program. To assist in this endeavor, representatives from the Navy, Marine Corps, Air Force, and befense Intelligence College were in attendance. Mr. whitebergh's presentation on the AFIR Foreign Language Program (FLP) generated interest in the concept and methods being used. The key features of the AFIR FLP, total immersion and tutorial training, emerged in recommendations of workshop groups. Moreover, the Army was considering the establishment of military intelligence reserve units similar to AFIR total immersion language teams 32

MAP Reserve Annex

In February, Nr. whitebergh of the Readiness Branch submitted inforestion for the reserve annex of the Air Force MMMIA Architecture Plan (m4P). MAP was one of the major components, along with likfly and SIGIAT sections, of the Air Force Intelligence Plan. It stated requirements for intelligence support from the perspectives of the major commands, capabilities from the perspectives of the major commands capabilities associated guidance.³³

Some of the information provided was as follows.34

Question: "Is each MA billet that requires a specific language qualification documented in the applicable ont maning Document?" What percentage of MAs in these billets are language qualified?"

Answers: "Our M-Day gaining commands/agoncies (except DIA on not the ling-istic requirements in IG-RAM) by language, without ran consideration. This method facilitates recruiting and manning. Although most command dedicated fill HuMINT positions in AFSCs 8025 and 203X, some languists have support AFSCs such as 8075, 8016, 201X, etc. Seventy-one percent of reserve linguists filling command requirements are qualified at the 3-5 levels.

Questions: "How and how often are M='s language credentials evaluated?"

Answers: "The Defense Language Proficiancy Test (K.PT) plus a telephone test in the spoken language are administered at least every three years. Combined test results provide a precise and reliable measurement of capabilities and progress."

MOBILIZATION AND READINESS

Exercise PALACE READY

AF Force Exercise PALCE SEADY SE was conducted during the period of 23 July - 17 Aggust 84. The purpose of the secret was to test the use of the Automated Personnel Oats System (APDS) of conflict. The Ed directores had not transmitted mobilized data over the APAS since the Exercise PRODU SASER SE (at which case the Conflict APAS of the Part of the Conflict APAS of

Exercise POWDER RIVER

JCS Exercise POWDER RIFE 88 was held from 15 October 280 Ctober 1804. On its onn initiative, RIFERE devised an exercise to lest the procedure, which reservises, SEN procedure, which reservises, SEN procedure, which reservises, SEN procedure, which reservises, SEN procedure, which reserves a considerable to the procedure and the procedure of the consequence ATS/ATC detached training sites were called upon the procedure and the procedure and

The test involved two IMNs of each base. One IMN had written orders and the other was told to report on verbal order of the commander (NOCO, At 0800 hms on 15 decoder the eight IMNs of the commander (NOCO, At 0800 hms on 15 decoder the eight IMNs reported to the base was the Molay assignment for each IMN. After completing the GRPO phase, the eight IMNs reported to the base transportation management officer (TAN, IMNs second part of the exercise assumed the IMNs IMNS second part of the exercise assumed the IMNs IMNS second part of the exercise assumed the IMNs IMNS second part of the exercise assumed the IMNs IMNS second to the IMNs IMNS second part of the exercise assumed the IMNs IMNS second part of IMNs IMNS second the IMNS second IMNS. The Exercise the IMNs day in IMNS second the IMNS

important for all AFIS IAvs to be helped by base TMOs when travelling on VOCo orders. All AFIS IAVs were instructed to be prepared to begin travel to their M-Day assignments within twenty-four hours of notification. Most, if not all, of these IMAs travelled on VOCO. A solution to this problem may table found, but at the end of Ucecamber, the problem was unsolved.³⁷

Exercise ULCHI FOCUS LENS

Fifteen reservists participated in Exercise ULCHI FOULD LERS, a command post exercise sponsored by the Joint Chiefs of Staff, United Nations Command, the Republic of Korea (RDK), and the RDK/US Combined Forces Command (CIT); timber reservists approach a Security Office, the CFC scripting cell, and other elements in the Air Component Command's Intelligence and exercise scenario controllers.36

MOA with ARPC

In an effort to clearly define the separate responsibilities of the Air Reserve Personal Center (ARC) and the RI directorate for handling intelligence Category & reservities, a memorand of agreement, and a reserve the reservities of the separate reserved in the reserved by the RAPC and AFIS commanders.

Intelligence Support Projects

The Readiness Branch's DIS Projects Section monitored with the project of 30 major commands, special operating agencies, the Air hatinal fluard, the havy, and joint commands. Through the projects, the reservists received proficiency training and the active force and reserve force users received intelligence support. Some of the projects were the following: Aircarague Country Brief, DIS 1, McGurre APL, for 21st Air Force; Avanced Aray Astorphysics Studies, DIS 4, Courry AB, for foreign technology Cdd Military, Airlita wing, Soviet teleprocessing analysis, DIS 7, MacOll AFE, for Foreign Technology Division; Brazillan McGlemer Development, DIS 8, Eleview Hos, for Defense Intelligence Agency,

Enemy Threat to Selected PACAF Air Bases. DTS 9. Hickam AFB. for Pacific Air Forces 40

The RE directorate managed the DTS projects through the training weekend reports submitted by each DTS. The report data included project numbers, descriptions, tasking organizations, estimated completion dates, and time reservists devoted to them. The data was compared with previously submitted data and was analyzed in terms of viability of training value and on-going status. Area directors and directorate staff also managed the projects through staff assistance visits. Users assessed projects by submitting evaluation reports 41

MORKSHOPS

Two locat and three area director - DTS commanders workshops were held during the year. These workshops, chaired by the respective area directors, provided a forum for DTS commanders to review areas of management, operations, and personnel with an colective to further refine and improve the existing Air Force Intelligence Reserve Program. The commander and staff of the RE directorate, the mobilization assistant to the ACS/I, and the reserve forces advisor to the ACS/I attended these workshops. In conjunction with the Enlisted Promotions Selection Board, an Area Enlisted Addisors (AEA) Workshop was held on 7 August 1984 at Fort Belvoir, 42

Issues

Some of the issues discussed at the Joint Southeast/Central DTS Commanders Workshop, 23-25 March 1984 at McDill AFs, Florida, were the following:43

ISSLE: Selective Retention Boards .

COMMENT: "we all understood the current necessity for selective screening for retention. Most agreed to retaining the unit vacancy option as an incentive for our people. we discussed what we as managers can/should do to retain our good people,"

ACTION: "AFIS/RE requested to provide immediate feedback to the area staffs on results of board actions."

ISSLE: Continuation of Travel Problems

COMMENT: "The field commanders were asked to document problems and recommendations. ACTION: "DT:/CCs plus AFIS/RE oversignt responsibility."

ISSUE: Reserve Tours at AFIS/RE

COMMENT: "AFIS/RE should consider using some of our experienced reserves at Ft. Belvoir for annual tours if MAJCOM AD tours are unavailable. Overseas IMA's are logical candidates."
ACTION: AFIS/RE

Some of the issues discussed at the Pacific Area Directors/DTS/Commanders Workshop, 2-3 June 1984, were the following: 44

ISSUE: "Because M-Day assignments can be, and often are, changed, is the possible to make a blanker requirement at all AFR members be required to take the CBM training?" RESQUITION: "The regulation states that the training is for individuals assigned to high-threat areas. This item will be recommended for all Cat Tem Thorotodula."

ISSUE: "Gould more data be provided on the select-out process?"

REGOLUTION: "The same process is used as the one at APPC. Board is comprised of 1/2 active and 1/2 reserve personnel. It--the process--is done reluctantly."

ISSUE: "Space division cuts its own prders. Why was it incided that AFIs cannot?" RESQLITION. "AFIS has been cutting its own or/ers for the last 2 years on the MPA side of the house. RPA orders number some 3000 sets annually, requiring a stringent audit trail. ARPC is charged by AF/RE to handle the RPA account."

ISSUE: Exercise perticipation often excludes the reservist's presence during the pre-exercise training/orientation. Can this be remedied?"

RESOLUTION: "Reservist can help by educating people who are requesting individuals for exercises."

The annual Area Directors' Workshop took place at Fort selector on 20-20 fectors 1980. Participants were the mobilization assistant to the ACS/I, the mobilization assistant to the ACS/I, the mobilization assistant to the DACS/I, the mobilization addirectors, and the five members of the Board of Advisors. The workshop was a forum for discussing items of mutual concern among the leaders of the AFIR program, reviewing achievements, and determining management objectives for the forthcoming year. 45

Some of the issues discussed at the Area Directors' Workshop were the following:46

ISSUE. "Organization, charter, and meaningful tasks should be identified for BOA members as well as portraying BOA as

an honorable service organization which should exist for DTS/ECs and ADs who have contributed to AFIR." RESULUTION: "BOA is tasked to provide an OI input for BOA organization and tasking in three weeks."

ISSUE: "Duty description in ORR for a particular individual contained more additional duty than IMA duty description." RESOLUTION: "AFIS/RE policy concerning duty descriptions—rater will describe the rates' individual mobilization augmentee duties. These duties constitute the majority of me description. Additional duties should be mentioned but

ISSUE: "Reservists returning from overseds AD tours can return priority 2 on ABC are flights in order to get back to civilian employment without penalty." RESOULTION "AFR 75-8 outlines entitlement and procedures for requesting a priority? Testurn."

ISSUE: "IRIS updates are slow and redundant. Should we continue to submit by Tw report? Individual call in? or annotated reports?"

RESOLUTION: "Continue to send in changes by Th report, individed calling and annotated reports. You can speed our ability to find and update new data in Th reports by highlighting on a roster what changes are effective vs attaching ummarked roster designated as containing new info."

PERSONNEL SECURITY

During the year, the Security Franch (REPS) processed 75 becomes of the baceground investigations (SBIs) and 201 589 periodic reinvestigations (PRS). The total of 227 represented a 33 percent occrase from the previous year due took the leveling off of the number of periodic reinvestigations required an an increase in the number of mixturbals entering the AFIs programs with current investigations. In addition, approximately 1075 separate extins refuseting the AFIs persistive comparate extins a community of the programs of the community of the programs of the community of the programs of the programs

The Security Branch also recommended changes to AFR 510-2, 205-1, and 205-22 to enhance the procedures for processing security clearances for IMMs. As a result of staffing the recommendations at ABPC, changes were approved to these regulations. Their intent was to expedite valid security clearances at the units of attachment and to insure correct investigations were intributed. The regulations processly the security of the correct investigations were intributed. The regulations processly the security of the correct investigations are considered to the constitution of the constitu

PERSONNEL MANAGEMENT

Statistics

As of 31 December 1984, the RE directorate managed 1,365 reservists: 1,307 assigned and 56 attached for training. This represented 71 percent manning of the authorized strength (84 percent officer and 45 percent enlisted) of 1,911 positions.⁴⁹

Management Actions

One of the major changes during 1984 was the moving of telegraph of the commands Lanton, uscarding Centrom, telegraph OFF, RebCow, SOUTHEON and AZORES. Each of these commands on was position numbers for the RE directorate. Also, the 2013/0 AFSC (languist/interrogator) was endestified with a Special Dientifier of 9900 which of the 2013/0 Centrom of th

Ouring the year, the directorate had several overages in the grades of lieutenant colone) and major. Sociate of these overages (a first for MIS/RE), a total of thirteen lieutenant colonels and fourteen majors were reasymmed to HQ ARPC (MARPS, Denver, Colorado, or to other programs.)

On the enlisted side of the house, the directorate withside several overages in career field 70200 in the grades of master sergeant and above. As a result of this, two personnel were reassigned to AAPC, (MAPS) and takely endividuals were offered secondary utilization in career fields 20100 (Intelligence Operations) or 20300 (Insplit). As a result of this action, two personnel were maintained as 70200s and ten ingividuals applied for secondary utilization in the two other AFSCS. 52

The Manning branch (REPM) developed and used a new form, somewhat resembling the active duty AF form 90 and AF form 392. AFIS asked all IMAs to complete this form to provide a duty history for future use, DTS transfer requests, AFSC change requests, and N-Day command changes. 39

The Roserve Air Attache Program got a big boost this year with twelve personnel being assigned to attache positions. This was an increase of over 300 percent from 1983.94

Recruiting

Recurring advertisements in the Airman and Air Reservist
magazines proved to be an effective source in reaching eligible

candidates. Word of mouth from other reservists already in the program was also useful. The detached training sites acting the program was also useful. The detached training sites acting use of newspaper (all) buileting and other builted with the program were received. By year end, of the 233 applications program were received. By year end, of the 233 applications program were received. By year end, of the 233 applications program were received. By year end, of the 233 applications of the 234 applications were pending additional information to accurately request orders. Of the 234 applications of th

Quality Force Issues

Special Actions and Records

The Quality Force Branch (REPQ), continued to be responsible for all special actions and records maintenance reports (REPQ), continued to be responsible for all special actions and records an antenance reports (REPQ), and 1,000 letters of evaluation. Although many CER/APK, (R. s. received from the UTSs and to be done again or resulted in a Kingle control of the CER/APK (R. s. received from the UTSs and to be done again or resulted in a Kingle control of the CER/APK (R. s. received from the UTSs and to be done again or resulted in a Kingle acceptance are of peter than 95 percent.

The #15/KE 1984 dustance of fifter and Enlisted IPM of Fer Screening Board conneed on 30 November and evaluate seven officer and seven enlisted candidates. The officer relected seven officer and seven enlisted candidates. The officer relected to the property of the prop

Statistics

The Reserve Non-Extended Active Duty (NDMEAD) Officer Unit Yacancy (UV) and Permanent Mandatory Promotion (Reserve Officer Promotion act (ROPA) function experienced a busy year as indicated in the following promotion statistics: 8

ROPA ELIGIBLE/SELECTED				NOMINATED/SELECTED		
DATE/GRADE	AFIS/RE	AF/RESERVE	AFIS/RE	AF/RESERVE		
Oct 84/Col Jun 84/Ltc Mar 84/Maj	N/A 65/46(71%) 55/49(89%) 19/19(100%)	988/686 (69% 399/355 (89%		N/A 163/94(58%) 89/65(73%) 24/15(63%)		

The Reserve NONEAD Enlisted Promotion Screening Board met & August. The following statistics represent the number of personnel considered, recommended, and promoted as of 31 December:59

GRADE	CONSTDERED/RECOMMENDED	PROMOTED AS OF 31 DEC
CMSGT	13/6	2
SMSGT	31/16	2
MSGT	38/25	6
TSGT	31/20	. 17
SSGT	11/11	` 11
SRA/SGT	0/0	0
TOTAL	124/67	38

Ouring the year, reservists were recognized for their accomplishments and support by way of awards and decorations: 60

TYPE OF AWARD	AWARDS APPROVED	AWARDS DISAPPROVE
Legion of Merit	2 .	0
Meritorious Service Medal Air Force Commendation Meda	20 1 42	0
Air Force Achievement Medal TOTAL	108	<u>0</u>

The Quality force Branch was also responsible for the daily operation, maintenance, management, and control of the computerized latelylagence Reserve information System (1875) and approximately 1, 270 personnel. Considerable time was spent in the development and design of a better, more functional, computerized fills system. Approximately 400 nours were logged in maintenance and update of mechanized data pertinent to occasion and update of mechanized data pertinent to consider the many London of the control of many London of the control of the control of many London of the control of

provided by USAF Data Services and the Pentagon for the Abbreviated Master Report, Incumbent Roster, and Security Roster generated from IRIS. 61



DIRECTORATE OF PERSONNEL

MISSION

The Directorate of Personnel (DP) provided the ATIS commander with assistance and recommendation on all matters that pertained to AFIN and AFIS military and civilian personnel accusistion and assignment, career development and training, the AFF force Manpower and Personnel Center, and PALACE SCHINGL. At proposes to facilitate harmony of interests and efforts. It

ORGANIZATION

On 6 February 1984, the FFIS Manopuer and Organization Division approach the directorate's request for an organization consolicate DP 55 three divisions; 10 Livilian Personnel, 2, 20 Livilian Personnel (AFIS/DPC) and 2) Military Personnel (AFIS/DPC) and 2) Military Personnel Division became the Personnel Personnel Division Personne

There were two reasons for the organizational change: first, the crossover of functions among military aducation, training, and assignment factions, inplighted the need control of the co

Transfer of Position to DPC

The directorate's organizational change request of February indirects that there would be no change in the Civilian Personnal Division (PEC). By summer, however, certain more and the personnal properties of story or summer, however, certain more and the personnal properties of story or summer, however, certain properties of story or the personnal control of the control of the personnal programs franch of the Military Personnal Division has been proposed to the personnal programs franch of the Military Personnal Intelligence personnal and to continue development of a civilian intelligence personnal Division requested a Classification and recording Personnal Division requested a Classification and recording the personnal division represents the personnal programs of the personnal division represents a classification and recording the civilian majority was started as Classification and recording the civilian majority was started for the personnal division programs and the personnal division represents the personnal division of the personnal division and the personnal division represents the personnal division represents the personnal division requirements and the personnal division represents the personnal division requirements and the personnal division requirements a

resulted in the permanent transfer of these and other associated functional responsibilities to the DPC. $\!^4$

PERSONNEL

Key Personnel

Date Col. Romaid J. Skorega continued as the director of the Greetcrate, a position he Held Since L April 1982. On 23 y, Lt. Col. John S. Golan assumed responsibilities as chief of the nearly established Hillitary Personnel Division. Maj. Stephen Col. Report Stephen Stephen Col. Report Stephen Col. Report

Manning Strength

As of 31 December, the directorate's manning strength was as follows:

	AUTHORIZED	ASSTONED	PERCENTAG
OFFICERS	4	4 '	100%
ENLISTED	8	8	100%
CIVILIANS	5	5	100%
TOTAL	17	17	100%

MILITARY PERSONNEL

Personnel Programs

The primary mission of the Pegsonnel Programs Branch was to ensure that the personnel in AF/IN and AFIS were properly trained to meet mission requirements. The following statistics show the prowth of AFIS training.⁵

CIVILIAN

EDUCATION AND TRAINING

MILITARY

	FY81	FY82 F	Y83 F	Y84 F	Y85*	FY81	FY82	F Y 8 3	FY84	FY85*
FUNDS (\$000)	24.0		44.5	50.0	52.1	5.0	14.0	15.5	15.0	17.0

*FY85 Projected

Professional Military Education (PME) opportunities for AFIS personnel also increased in some areas:7

PHE OPPORTUNITIES

	1101	1102	1103	1 104	1100	1100
SQUADRON OFFICER SCHOOL NCO ACADEMY NCO LEADERSHIP SCHOOL	3 3 2	5 4 8	10 12 15	10 4	13 8	13 9

*Quotas for Squadron Officer School were provided four months ahead of a class start date. By December 1984, DP had received eight quotas.

within the directorate, the Intelligence Training Program was a section established in 1933 to be the single point of contact in the Air Force for selected intelligence training and research programs. Inroughout 1984 it slowplint to sustain growth, retine procedures, and expand support. An advertising campaign was conducted to cultivate interest in intelligence training and to clarify the nature of the programs available to intelligence analysts and managers. 8

On 19 October, the ACS/I sent a letter about intelligence training to over thirty-five addressees informing them of the three basic programs, 1) Defense Advanced Language and Area Studies Program, 2) OCI Exceptional Intelligence Analyst Program, and 3 Quality of Analysis. The first program was sponsored by the DIA and was open to Air Force mid-career officer and civilian Inird world intelligence specialists. Its purpose was to improve Third world analysis and language expertise through full-time study. Selection priorities for fiscal year 1985 were Sub-Sahara Africa, Middle East (emphasis on Gulf States), North Africa, Southwest Africa, Southwest Asia, Turkey, South and Southeast Asia and South and Central America. The DCI Exceptional Intelligence Analyst Program was open to Air Force mid-career officer and civilian intelligence analysts for the purpose of conducting a professional enrichment project around analysts' interests and skills. The Quality of Analysis program was open to professional Air Force officers, enlisted personnel. and civilians engaged in journeyman-level general intelligence or science and technology analysis.9

On 29 November, the Personnel Programs Branch convened a board of intelligence officers to review applications and recommend nonliness for the intelligence training programs. The IDIA-popularity quality of Analysis program showed the fastest growth in popularity, and the thrity-three applications had to be carefully scrutinated to ensure equitable distribution and to stay within the limits of the budget. DIA had provided \$125,000 to the AFIS budget to fund the program, a considerable increase over funds allocated for it in fiscal year 1984,10

The bard which convened or 28 November also considered the Con applications to the DGI Exceptional Intelligence Analysis Program and the three applications for the Defense Advanced Language and Area Studies Program. The limited number of applications received for these lengthier progress suggested to the Edit directorate that commanders were reluctant to release their best people for one consequence of the co

The Defense Avanced Language and Area Studies Progress (DALAS) was mother progress which involved a lengthy commitment lasting as long as two years in some cases. The situation with regard to billies was summed better-mised by DIA to AF/IN for each DALASP student selected. Better-mised by DIA to AF/IN for each DALASP student selected. Nonetheless, this still meant that an organization had to give up a well qualified person and request and train a replacement. There were two military DALASP obligations will be able to the progress of the progress of a civilian sillet to a military one for the FIGS progress.

The board found that applications for all of the longterm training programs were of top quality and, despite the limited competition, experienced no difficulty in selecting candidates for all FVBS openings.

Another intelligence training program, the Area Specialist Program (ASP), underwent some important developments in 1994. By 3 August, AFIS/DPRT published a new edition of the opporated a number of changes, the most significant of which incorporated a number of changes, the most significant of which incorporated a number of changes, the most significant of which incolved the following: 22

1. Established HQ AFIS/OP as the ASP program manager for the Air Enrice.

Transferred to MPC resource advisors the authority to select officers for AFIT area studies training. Simplified the application procedure and modified the qualifications for ASP applicants.

Meanwhile, the Directorate of Personnel Programs, Caucation Programs Division (fol USE/MPPE) began to study the ASP as a result of an AF/CVA suggestion to use AFROTC scholerships for chinest language training and the resultant AFMP tasking to look into the possibility of accessing officers with language profitcinety to develop a broader base of support for the ASP. On 3 August, AFIS/DRF participated in a USAF Area Specialist Conference boated by AFMPPE to discuss problems and possible solutions. Following this conference, AFMPP proposed to the ACS/I that AFMPP be established so overall excited that the stability as program that we will be a supported to the stability of the AFMPP and AFM

At the end of December 1984, there were thrity-four intelligence officers enrolled in the Area Specialist Program. Twenty-nine of these were attending the Manal Postgraduate School, and the remaining five were attending various civilian institutes, and AFREP PALCE STRINGT resource advisors to the control of the Palce of the Control of

Assignments

Officer Manning

The Officer Assignment section of the Assignments Branch contains appearenced problems with the manning of Human Resource Intelligence (HUMINI) officers for the Air Force Special Activities Center (AFSAC). With the addition of Intream new officer HUMINI billets at the end of the fiscal year 1984, the problem was expected to continue, although PALACE SCATINEL worked diligently in 1984 to provide high calibre officers to fill these key positions.

was 90 percent; AFIS manning for 1984 was 100 percent; AFIS manning was 90 percent. AF manning for the 80XX career field was 87 percent for 1984.16

AF/IN-AEIS experienced a high turnover in leadership during the year. New directors were assigned to five of the eight AF/IN-AEIS directorates. Five new division chiefs were also installed into AF/IN-AEIS billets. Realignment of officers within AF/IN-AEIS staff elements created manning problems in 1984. With eadition of new positions and units, AFPEC and AEIS/PARAD

continued to work closely to fill all requirements. AF/IM Staff elements received Priority One fill requirements. AFIS/IMC and AFSAC received Priority Two fill requirements. If

In May 1984, the alignment of manpower spaces for the DrectOrste of Estimates (RF/ME) prographization was complete, working closely with MF/AE, MFIS/PROM was seen to consider the complete of the Complete of

Enlisted Manning

Airman assignments within Af/IN-AFIS continued to be filled at a high on-board strength in 1984 with Air Staff manning ayerazing 100 percent ago NO AFIS manning averazing 7) percent. 19

Effective 1 October 1984, AFSC 20200 Linguist.Interrogato neiger was converted to Special Daty Identifier 99606. This action made it easier to fill these positions since a cardidate s experience in this line of work was readily identifiable in the personnel system.²0

An unital case, which acce in 1983 and was resolved in 1984, "Incided an Air Reserve some emission embed embers assigned to ATIS who emroneously re-emission in the regular Air Force. Since the errors of emission of the emi

Propotions

COL AF/IN

The following promotion statistics were recorded in 1984,22

OFFICER CATEGORIES

IN PR	IMARY Sel		ABOVE CON	PRIM SEL	ARY ZONE ZSEL	BELC	SEL.	ZONE ZSEL
3	3	100	.0	0	0	.9	2	22

		IN PE	I MARY SEL	ZONE SEL	ABUYE CON	PRIM SEL	ARY ZONE	BELG EL16	w the Sel	ZONE
_TC	AF/In AFIS	13 8	10 5	77 63	12	ì	50 8	17 35	0	2.9
MAJ	AF/IN AFIS	7	7	100	0	0	0	7 18	0	0
	AFIS AFIS	11	10	90.9	0	9	0 100	:	:	:

ENLISTED CATEGORIES

AF / IN						
£1.16	SEL	#SEL	ELIG	SEL	I SEL	
1	0	0	13	4	31	
3	0	0	31	10	32	
5	1	50	45	20	44	
4	0	0	82	11	1.3	
2	1	50	50	10	50	
	1 3 2	1 0 3 0 2 1	ELIG SEL ESEL 1 0 0 3 0 0 2 1 50 4 0 0	£L16 S£L £S£L £L16 1 0 0 13 3 0 0 31 2 1 50 45 4 0 0 82	ELIG SEL ESEL ELIG SEL 1 0 0 13 4 3 0 0 31 10 2 1 50 45 20 4 0 0 82 11	

During the year, the directorate processed for AF.IN and AFIS 417 Officer Effectiveness Reports (OERs and 325 Ayman Performance Reports (APRs). Year-end figures for AF/Ik and AFIS were as follows:²³

	PROCESSED	ON TIME	PERCENT	NUMBER LATE	PERCENT
AF/IN OERs APRs	124 25	78 20	62 80	₹ 46 5	38 20
AFIS: OERs APRs	293 300	247 277	84 92	46 23	16 8

Military Decorations

The following were the number of military decorations submitted during 1984, $7^{\rm th}$

	SUBMITTED	AF/IN APPROVED	PERCENT	SUBMITTED	AFIS APPROVED	PERCENT
MZG	0	**		0		
LOM	10	4	40%	2	1	50%
MSM	29	20	68%	69	21	30%
AF CM	6	6	100%	51	50	98%
AFAM	2	5	100%	34	30	88%

NOTE: DSM - Distinguished Service Medal

LON - Legion of Merit
MSM - Meritorious Service Medal

AFCM - Air Force Commendation Medal AFAM - Air Force Achievement Medal

AF/IN-AFIS Recognition Program

For 1954, the outstanding military personnel were recignized as follows.

AFIS Company Grade Officer of the Year 1 Lt Cynthia D. VanEvery	Unit AFIS/DP
AFIS Senior NCO of the Year SMSqt Bobby F. Carter	HQ PSAA
AFIS/NCO of the Year TSgt Deborar S. Groves	AFIS/DA
AFIS Twelve Outstanding Airmen of the Year SMSqt Booby F. Carter	HQ PSAA
STEP Promotion SSgt Larry S. Brown - Promoted to TSgt on 1 Jan 84	AFIS/INOA
Outstanding MAJCOM Personnel Superintendent MSgt Elizabeth J. Paulk	AFIS/OP

CIVILIAN PERSONNEL

Civilian Manning

On 31 December 1984, the AF/IN-AFIS civilian status was as follows: 25

	AUTHORIZED	ASSIGNED	PERCENT
AF/IN	38	33	86%
AFIS	218	169	78%

During the year, AFIS was able to stay within its authorized high grade ratio (20.16); however, declining strength figures was expected to impact negatively on this ratio in the future. As of 31 Becember, the high-grade control picture for AFIS was as follows: 60

ON BOARD STRENGTH	HIGH GRADE AUTHORIZED	ASSIGNED
169	34	35

To satisfy the management headquarters drawdown levied upon Ar, Ih, four Air staff civilian positions were realigned from Ar, IhE to AFIS/I/ADL. The positions were incumbered. Reduction-In-Force was not administered during 1984 for either AF/Ih or AFIS.??

Program for General Intelligence Personnel

For several years, the Air Force and OIA had been been contributed in the Air Force procedures and systems. Toward this each, Air Force and Dia Contentrated in Civil Ian personnel data into the Defense Intelligence Special Career Automated System. On 25 April 84, a meeting was held at Randolph AFB, with representatives from OCPO, 104, AFPC, and AFIS, where It was prosposed that AF Form 2674, Individual Development 1 has 100 and 100 an

make possible the flow of information from the Air Force Data System to the DIA system. These were the following:29

1. AF/CCPO's assigning those positions/employees covered by the ICDP a special code designator which would automatically flow data to the DIA.

 Adding additional intelligence courses to PDSC table 188 to make them available for use on AF Form 2674, Individual Development Plan (IDP). IDPs and the necessary information would then be able to flow thru a tape transfer to DiA for use in ICDP. In order to get this action underway, Colonel Skorepa, the head of the DP directorate, set with a representative of OCPD on 16 October at Randolph APS and provided him with a list of courses for inclusion into table 188 which had been previously agreed on by DIA, ID & FMPS, and AFIS. Inclusion of these courses for inclusion and the course for the course of the cou

Review of DALASP

The Defense Advanced Language and Area Studies Program (DLAGF) was established in fiscal year 1982 to promote advanced language training and area studies for intelligence analysts who operalized in the production of priority intelligence analysts who provides the program of the production of priority intelligence analysts who intitiated by DIA with service participation to determine why the DLAGF was being used at only one-third of fits capacity. As result of that review, refinements designed to make the program more responsive to service and DIA needs were authorized in become 1564. The major managed to the program of the progr

1. Part-time training and area studies authorized.

2. Civilian billets used as training or replacement/augmentation billets, depending on service and DIA requirements.

These long sought changes were expected to enable the Air Force intelligence community to make better use of the DALASP. The new procedure was to be implemented by the Air Force during fiscal year 85,30

OPM Evaluation

On 28 March, the Office of Personnel Management (OPN) conducted a one day on-site visit to the AFIS at Fort Belvor. Appurpose of this visit was to: 1) gather line information and assess the status of personnel management at the installation and 2) collect information and considerable of the AFIS at the AF

The evaluation contained findings that had been of concern to AFIS management for some time, and which included the following subjects: 32

1. Personnel problems which developed as a result of Air Staff positions being serviced by the 1947th HSG, and

AFIS positions in the DC area being serviced by Andrews AFB

2. Emerging trend in the upgrading of AFIS positions.

3. Position Management

4. The inordinate length of time necessary to fill a costron

5. Inadequacy of Andrews AFB CCPO vacancy announcements

6. Establishment of a Performance Management evaluation system

A copy of the evaluation report was forwarded to HQ Air Force. No comments or requests for any corrective action were received from HQ Af $_{\rm 5}$ 33

AFR 40-452 Performance Management Program

Effective 1 J.Jy 1984, the Air Force implemented a new virian performance management program. The governing regulation for this new system (AFR 40-452, Performance Management Program) incorporated Air Force, regulations 40-450, 40-451, 46-52 and post time of the program of th

- 1. AF Form 1281 General Manager Appraisal (GMAS)
 - 2. AF Form 1282 Job Performance Appraisal (JPAS)
- 3. AF Form 1287 Civilian Potential Appraisal (CPAS)

AFR 40-652 called for establishment of a quality control procedure for review of plans at the beginning and end of the appraisal period. To comply with this requirement, the following members of the AF/IN-AFIS Keri: Pay and Incentive Akerds Committee were designated to act as Quality Review officials for civilians under their Jurisduction: 36

DACS/I (AF/IN Exec Officers) - AF/IN, AF/INJ, AF/INA (AFIS) Director or Deputy - AF/INC (to include AFIS/INO) Director or Deputy - AF/INY (to include AFIS/IND & AFIS/INZY) AFSAL/CC or CV

Director AFIS/INS AFIS/CV (Remainder of AFIS organization) AFIS/DPC provised administrative and technical assistance guidance to Quality Control Officinals throughout implementation of the system. Ouring July and August 1984, AFIS/DPC conducted training on the new Performance Management Program. Training sessions were need at Ft. Bellen and employees attended the training. 3 both management officials and employees attended the training. 3

Merit Pay and Performance or Incentive Awards

0 23 July, the ACS/I appointed his deputy, Brig. Gen. Paul II. Martin, to serve as the AF/IR-AFIS Merit Ray unit official. From 1981 through 1993, Col. Jack Morris, the ACS/I received for the received for the AFIS merit of the A

For 1984, seventy-eight individuals received Performance or Incentive Awards; the cash awards ranged from 1 to 4 percent of employees' salaries. 3

PROGRAMS MANAGED BY DP DIRECTORATE

Intelligence Youth Employment Program

In 1983, AEIS instituted a youth employment program to encurage well-qualifies truents to pursue federal careers in the intelligence field. The program continued in 1984, with a total of three students hired. One was placed in AFIS/INDC and the other two were assigned to AFIS/INDCEG. ATS/OPC planned to continue recruiting for the Youth Employment Program in 1985, 40

Suggestion Program

Throughout the year, the DP directorate managed the AFIS Suggestion Program. The suggestion log book revealed, in part, the following information:⁴1

TITLE	<u>GPR</u>	FINAL ACTION/ REMARKS
Exceeding Safe Time Limits	***	Not Processed through DP
Distribution of AFIS/ AFSAC Pubs	AFSAC/DA	Not Approved
Parking Signs near Ent 5&6	16	Not Approved
Self-Help Graphics Support Yards & Grounds Jetail	INOZD	Not Approved
Duties & Rspns	CCF	Not Approved
Ong of Appl Proc - Def Attache outy	IAM	Not Approved Proc Exist
Background Book	uAu.	NPTOP Not feasible admin
AFIS Compound Telephone wines	AC	not Elig-Appv non-cash
Compound Ft. Belvoir	JA/AC	NF due to current actions
Specific duilding Names	CVE	not Approved - AFR 900-9
Stripes of Exep Perf (STEP) for AFIS/RE	RÉ	Not Approved
Sales Tax Exemption for Airline Tickets	1700TRS/	PENDING AT OPR
Retrieval of Airline Mileage Club Incent HuMIAT Intern Program	1700TRS, LGT AFSAC	Not Approved Interim Reply
New & Revised Depart- mental Forms Weight & Control Program		Pend at JPF Pand at DPF
After Hours Access to Alarmed Areas		1100th DPF
Supply Delivery Location Change	**	

voluntary Fitness Test

The DP directorate sponsored two physical fitness tests this year, the first of which was on 7 June, and the second on 11 October. Both were consisted from the wells Field house on Fort Belvoir. Courses were set to accommodate both runners who did the

1.5 miles and walkers who did the 3 miles required by Air Force standards, 41

"Brown Bag" Lunch Program

In January 1984, Mrs. Alta Gardner of AFIS/DP intitated as series of hunchime brown beging immliarization sessions for the civilians and silitary personnel working in Fort Belvolr's AFIS compount. These lumcheons were scheduled throughout the year, and AFIS employees who attended. Some of the speakers and subjects were Lt. Col. Nowe on AFISA Churctions and duties; Colonel Wood on Mrs Experiences and subjects which were the col. After the subject work of the speakers and subjects which were the col. After a subject to the subject process; Colonel AFIS Linda Sowers of the Red Cross on the Palma on the origin of AFIS; Linda Sowers of the Red Cross on the AFIS Colonel AFIS Linda Sowers of the Red Cross on the AFIS Colonel AFIS Linda Sowers of the Red Cross on the Colonel AFIS Linda Sowers of the Red Cross on the AFIS Colonel AFIS Linda Sowers of the Red Cross on the AFIS Colonel AFIS Linda Sowers of the Red Cross on the AFIS Colonel AFIS Linda Sowers of the Red Cross on the AFIS Colonel AFIS Linda Sowers of the Red Cross on the AFIS Colonel AFIS

DATA PROCESSING INITIATIVE

The IP directorate continued efforts to increase inhouse data processing capability throughout 1984. ii) AFPC approved the directorate's request to hook its Philips MICOM 2002 word processing system into the Advanced Personnel Data System (APDS). This action provided additional terminal capability to retrieve data from APDS. I odds, however, the directorate was manufacted and the contract of the directorate was manufacted and the directorate's ability to retrieve and manufacted data.

Concurrent with USAF's changeover to the Moneywell of the Moneywell specific system for the APO's, the directorate requested that MQ APPC expand its world-wide access to include the MIGON system in addition to the main moneywell CRT. Approval of this request would enable ATIS/DP to obtain and disseminate data as previously conceived, and vastly assist in making timely assignment and career management decisions. Another development which occurred distinctional MIGON terminals and them once printers, which further expanded the system's accessibility. The new 2 x 2 system was approved for purpose or time FRIS. 45

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CHAPTER V HUMAN RESOURCE INTELLIGENCE

AIR FORCE SPECIAL ACTIVITIES CENTER*

DETACHMENTS 21, 22, 23 ESAA PSAA

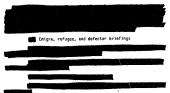
*This is a condensed version of the C11884 AFSAC History. For a complete version, see the separate C11884 AFSAC History, consisting of one narrative volume and five volumes of supporting documents. — AFISI HO never completed the project. Suck houses, or

Powell - VITER book.

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HEADQUARTERS AIR FORCE SPECIAL ACTIVITIES CENTER OPERATIONS

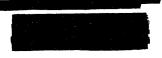
AFSAC MISSION



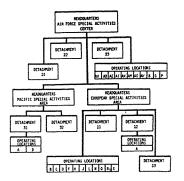
AFSAC ORGANIZATION

As a line organization of the Air Force Intelligence Service, AFSAC consisted of a headquarters located at Fort Belvoir, Virginia, with subordinate field units in the continental united States and overseas in the Luropean Special Activities Area (ESAA), the Pacific Special Activities Area (PSAA), and Pasama. 3

Establishment of Detachment 23



Detachment 23 was the third detachment to the AFSAC headquarters as seen in the following organization chart.6



AFSAC MANHING

At the end of 1984, the manning strength throughout AFSAC was the following:

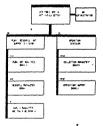
	AUTHORIZED	ASSIGNED	PERCE
Officers	124	80	64%
Enlisted	115	101	87%
Civilians	102	79	77%
Total	341	260	76%

HIBBINT POLICY GROUP

AFSAC was under the command of the Air Force Intelligence Service. The assistant chief of staff, intelligence (ACS/I), acting through the Air Staff HUMINT Policy froup (AF/INI), provided AFSAC with HUMINT program resource management, operational oversight, and policy direction.8

HO ORGANIZATION

The AFSAC headquarters consisted of a command section and two divisions: Operations (IMO) and Plans, Resources, and Support (IMX).9



HD PERSONNEL

Key Personnel

Col hick Yankborkk continued as commander of AFSAC, as position he held since loctoper 1981. On 5 March 1984, Col Charles R. Prever palaced Col William F. Bale as vice commander. Some commander of the security police until at the 375th Aeromedical Atriffst Wing. Lt Col John W. Doxey was promoted to colonel and continued to head the Operations Division. Lt Col Clarence L. Fathrother replaced Lt Col Stephen H. Rowe, who retired from the Air force on lAugust and who had been head of the Plans, Resources, and Support

Division. Lt Col Fairbrother came to AFSAC from the Directorate of Intelligence Plans and Systems, HUMLNT Branch (AF/INYSM). Maj Charles F. Pugh continued as executive officer, a position he held since i June 1983.10

HO MANNING

As of 31 December 1984, AFSAC headquarters was manned at 76 percent of its authorized strength.11

	AUTHOR 1 ZED	ASSIGNED	PERCEN
Officers	29	19	65%
Enlisted	20	19	95%
Civilian	17	15	70%
Total	66	50	76%

OPERATIONS

The Operations division managed and directed the HUMIST operational activities of all AFSAC field elements and coordinated USAF HUMINT collection operations, projects, and programs at the national-level, while monitoring such coordination with unified and component commands. Id.

Division Reorganized

on 29 August the Operations Division, which consisted of there Dranches, Collection Management (1004), Security (1808), and Operations Support (1007), was recognized the control of the Collection Management (1004), and the control of the Collection occurred because it was better the Collection of the Collection occurred because it was better the Collection of the Collection occurred because it was better the Collection occurred because it was a collection occ

Branch Responsibilities

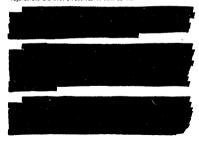
The Collection Meagament Branch consisted of the European Section (IMDA), the Partie's Section (IMDA) and including the Measure Heartsphere Section (IMDA). The branch provided operational goldsone to the Headquarters of each Special activities area and the CONSS-based determents and maintained contact with national-level manipitical and production elements are section. The production of the provided of the Constant Constan

to assess the significance, impact, utility, and value of AFSAC products 14

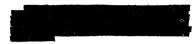
The Operations Support Branch served as the Air Force HUMINI requirements control authority and HUMINI reporting and evaluation program manager. In accordance with current directives and regulations, IMOS implemented intelligence oversight policies to insure the propriety and legality of Air Force HUMINI citizens. The branch administered the Forces of the Control of the Control

Validated Projects

During 1984, the Defense Intelligence Agency (DIA) validated severemeen projects, none were disapproved. DIA had the management authority to validate projects, and CIA/DIO had the paperoving authority. It was mecessary for all AFSAG projects to be validated by DIA and coordinated with CIA, for a project to be validated by DIA and coordinated with CIA, for a project to be validated with CIA projects oversight considerable with CIA projects of the CIA proje

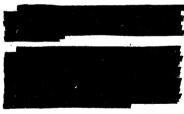


Unilateral Withdrawal from Project



ANALYSIS OF FILES

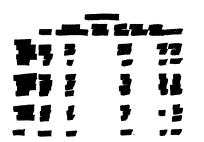
In the latter part of the year, the files of the European Special Activities Area (ESAA) and the Pacific Special Activities Area (PSAA) were updated or analyzed.



REPORT PRODUCTION STATISTICS



c U.

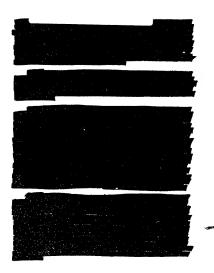


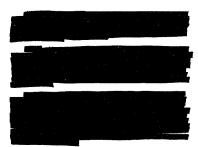
FTO IIRs

Report Program Generator

On 16 January, CMSqt Kennath Watts and All Mark Kacpaneth Report Program Generator (ROS) on the Defense Intelligence Appert On-line System (DIAUCS) in order to retrieve LMSs by project number in approximately ten to fifteen minutes. This new capability was to assist case officers with case reviews.25

NEW DOCEX INITIATIVE





Subsequent to the AFSAC team's departure, the A70th MAC
team. In part, the message to AFSAC concerning the activity of the A50th
team. In part, the message stated: "We were very pleased with
the professionalism of the AFSAC personnel who were ID' to the
470th in Nov and Dec.
After an initial orientation, they were
receptive to our system and proved to be skilled and productive
level of performance was excellent. We hope to continue this
programs alo pon as funds and personnel are waitable. "33

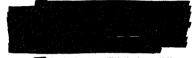
NCO FIELD OFFICES

Transfer of Billets

20 b

objectives for FTD, an operational capability priority chart, and a collection objectives priority chart. 40

Regulations

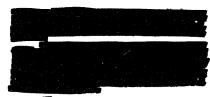


on 10 December, AFSAC Regulation 23-11 was published, which stated the mission, organization, responsibilities, and relationship of the newly established Detachment 23.42

The following regulations were updated. Afis Regulation 22-2. Organization and functions, Air Force Special Activities Center (AFAC) (J), *20 December 1984. References were updated; the basic wartiem mission was declassified; division responsibilities were updated to include communications and AIP functions; personnel functions transferred from AI to Air were AFACAC 200-4, *Forsign Intelligence Operations Involving JS Persons and SAGE 200-12. *Dosssers' were also revised.

HUMINT Mighlights

mighlights, was distributed to the field. This publication as designed to demonstrate the USAF MUNITAR THIS publication as designed to demonstrate the USAF MUNITAR CONTINUED to the before Liston Program, Communitation in this publication and technical matters, the Third World, and Soviet assisted and specific publications assert. Protograms and a tobiolography of comiss of the highlights to eighty-six recipients, some of which were the Office of Naval Intelligence, the USA Army Intelligence Security Command, name DIA offices, NQ EUCOM, USCHWAC, NQ LISTON CONTINUED AND C



• On 1 November, the AFIS/INS granted approval for the WANG computer to be used in the SCIF.

During the week of 10-14 December, OKSt Watts conferred with DIA/KM-4, the CEP Telephone Company, and the Air Force Telecomsunications Office (AFTCO), Scott AFR, to preclude a disconnect of the 9.6 high speed digital circuit between the SCIF and the Defense Intelligence Analaysis Center (UIAC), Solling AFR. The AFTJ divestiture brought about new procedures which did not allow use of the 49 DSPM 1094 Circuit from Arington Hall Station (AHS) to Solling AFS. Chef Katts was successful in having the line re-routed through IASCOM, AHS to Bolling AFR, thus preventing an interruption of Service.





Intelligence Oversight





Support Requests Processed

The following are statistics on the support requests processed during the year, 55

- 25 Freedom of Information Reports 32 - Foreign Disclosure Requests
- 33 Significant Change Reports 12 Quarterback Operations
 - 5 One-Time Sources

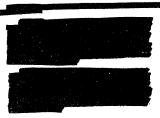
"Martime readiness" was a key theme throughout the Plans, Resources and Support Division during the year, especially since the deployment of twenty-four men to Grenada during Operation VRCHN FURY had revealed some wartime planning deficiencies,56

BRANCH RENAMED

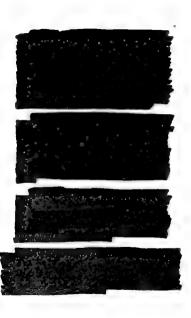
Formerly known as the Plans and Policy Branch, INXA changed its name to the Plans and Readiness Branch on 18 July 1984 to better define the focus of its duties. It dropped "policy" from the name because AF/INXSh agually had the responsibility for MOMINT policy, not AFSAC, INXAS.

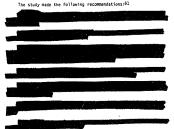
AFSAC'S WARTIME POSTURE

During the year, Maj Robert H. Roser worked on the preparation and staffing of a comprehensive study of Art Force HuMin's wartime readiness, occumenting the strengths and weaknesses of AFSGC's wartine posture. Roser focused on five specific areas: force levels, training, language capability, planning, and mobility equipment.



Deleted per 5 U.S.C. 352(b)(1)





Request the opening of the interrogation training at DSDIC for Air Force personnel.

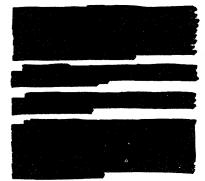
Taxe greater advantage of the interrogation course offered by the AFIS Directorate of Intelligence Reserve Forces.

10. 🗰 with the Defense Intelligence Agency, devise a formal poctrine for the operation of joint interrogation centers and strategic special interrogation facilities in wartime.

In addition to these recommendations, the report in-cluded Six specific directives that involved the AFIS Directorate of Intelligence Reserve Forces (AFIS/RE). The entire study was complete at year's and awaiting only receipt of coordination from AFIS/RE before final publication. 92

HOBILITY ENHANCEMENT

Field Unit Proposals



The concept paper recommended adoption of Solution C.

8y year's end, however, the commander han not yet made a firm
decision on which course to take. Later in the year, he tasked
Detachment I to take another look at the mobility unit proposal;
the detachment's study was still not complete at the end of this
reporting period.

Unit Type Codes

Also reparding mobility enhancement, a great deal of effort was expended during the year on ensuring that the Unit Type Codes (UTCs) for AFSA HUMINT augmentation teams were manned and properly organized. As the year went on and more mobility equipment was acquired, it became clear that the UTCs reducing the property of the property

essential civilians prevented final approval of ESAA's proposed changes. $^{65}\,$

Coordination With 525th MI Group



......



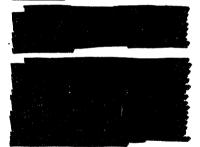
Wartime and Contingency Communications

The leading contender for a MITCON system at the beginning of the year was the PACER SFRA (AM/SRC-20) factical radio, identified in 1983 as a candidate. This system was assessed to possess more capability than that required to meet AFSAC's needs, and throughout the year many other systems were studying with no final decision being reached on a suitable substitute. 99





Other Communications



The expanding scope of the JDF relocation/upgrade program also made it clear that an approved program management directive (PMO) would be required to provide guidance and direction for the project. A draft PPO was prepared by AF/AINSH in December; INAA reviewed the draft and made several recommended changes, and he AFSAC, commander indirected his approval of the document on 21 various AF staff, affic, LCA, Armo, and other affected offices for review and common staff affice, LCA, Armo, and other affected offices for review and common staff.

ADP_Initiatives

in 1984, AFSG initiated a series of actions designed to increase office efficiency through automation. Early in the year representatives of the 1000 Corporation, working under an AFIS contract, began an in-depth survey of AFSGFs upunetic data processing (APP) requirements and by May had produced an initial functional documents of the 100 May of AFSG and the Contract of

The first phase acquistition of ADP equipment was completed by yar's end, with the second pass purchase scheduled for December and the bird for summer 1985. By 31 December, place and operational in the AFSA/AFIS SCIP, AFSA/AFI SCIP, and CDI 22. Delays, however, were encountered in the second phase place and operational in the second phase schedules of the AFSA/AFIS SCIP, AFSA/AFIS SCIP, AFSA/AFIS SCIP, AFSA/AFIS DELAYS, ADD AFSA/AFIS SCIP, AFSA/AFIS DELAYS, ADD AFIS DELAYS,

A related problem dealt with the training of MSAC personnel to use the new MNO equipment. The cost of training and defining who would pay for it caused delays and confusion. By the cost of the person of the person of the person would need the cost of the person of the person of the person of the person of the 22. These individuals, would, in turn, train other personnel in use of the new equipment.²¹

ADP and the AFSG Operational Communication System - A long-standing problem for AFSG to be been the lace of a dedicated, secure operational communications system for sensitive HMMAT most sensitive operational communications system for sensitive HMMAT most sensitive operational traffic fine to be processed throughes termal communications facilities, a less than destrable security situation. The acquisition of AMP equipment AFSG-wide, which began in 1984, gave the first real hope of acquiring a dedicated the period of the AFSG and the

the theater levels. The soft target date for system interconnectivity was set for December 1985. 77

Also on 15 November, the first six requests for service (RFSs) for the Ari Force HANIRT Data Net were submitted to the director of the Army Information Systems Command, officially beginning the interconnectivity pash. By the end of the year the project was well under way, although expected delays of Walk Carlotter of the control of the Carlotter of the control of the Carlotter of the course of the Carlotter of the Carlotter of the course of the Carlotter of the Carlotter of the course of the Carlotter of the



Segme Mince Upgrade - The upgrading of AFSK's sective voice capabilities Begin in 183 and continued into 1884 with redistribution of existing KY-3 secure telephones and programming or new devices via the Secure Voice Improvement Program (1914) AFSAC's original SYIP imput had been submitted in October 1973, and in May 1884, AFCC/SINS tasked all secure voice customers the review the final SYIP data base. AFSAC's review and recapitulation was submitted on 31 May 80



RESERVE AFFAIRS

The Plans and Readiness Branch (IMXA) made great strides

in the management of the reservists during 1984 with a number of new initiatives and with more communication with the AFIS Directorate of Intelligence Reserve Forces (AFIS/RE) and the Plans and Programs Division (AFIS/RF) on training and wartime utilization of Reserve Individual Mobilization Augmentes (IMAs)

IMA's Wartime Positions and Qualifications Early in the year, the INXA branch began reviewing

reservists serving annual tour assignments at MQ AFSAC. The purpose of the review was to ensure IMSA were used in their wartine positions whenever possible. For example, reservists assigned to Unit Type Code (UTC) PFJBB, which augmented the AFSAC in warting, were assigned to the offices they would occupy in warting obtain the AFSAC in warting of the AFSAC in warting of the AFSAC in warting the AFSAC in th



Mobility Training and Equipment

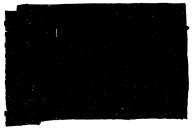
The provision of mobility training (chemical defens), and driver's training) to reserve Mbs had long been a problem, with no systematic program established by AFIS/RL to sent a personnel received the required training, to ensure AFS/R. The sent personnel received the required training, to ensure AFS/R. Regulation 28-1 "MUMIN Augmentation Teams," which tasked IMAX to scheoule these personnel for required training during their to scheoule these personnel for required training during their AFS/R tasts which, according to IMAX, should probably have been borne by AFIS/RE and the individual reserve DTSx, it was an expectated and encestary massive regugated to Significantly improve expectation and encestary massive regugated to Significantly improve

Close contact was also maintained throughout the year with ESAA and PSAA to identify and, where possible, resolve reserve program problem areas. ESAA provided a very detailed input

in a June 1984 message which notlined deficiencies and recommended corrective actions in seven seas relating to reserve managers authorizations, manning, records, assignments, qualifications and training, tour management, and program guide limit. Other ESAA inputs provided intensition about proless in the reserve program reserve management, and like and proless in the reverse program reserve management system. 80

Another significant limitation affecting the warthen use or PERFishs was the still unresolved problem of provision of mobility gear for reserve IMAs. Although the Art Frore War and Mobilization Plan and Air Force Regulation 28-5 placed the responsibility for providing mobility gear on the major commands to accommand to avoid the insurance of the command to avoid the command of the command

Management Issues



In October 1984, 1824 prepared the consolidated ASSAC input to the Annual Assessment of the Intelligence Air Reverser Forces, addressing both the strong and weak aspects of the program. The most pressing issue crisice was securing mobility page for receive 1945. This issue, however, was collisted from the final distinction of the ASSAC and the ASSAC ASSAC ASSAC AND THE ASSAC AND THE ASSAC ASSAC

EXERCISE ACTIVITY

Participation in Exercises, 1982-1984

As the office of primary responsibility for planning, scheduling, and monitoring AFSAC's participation in exercises, the Plans and Readiness Branch (INXA) attempted to strike a balance between the need to exercise the wartime mission and the need to minimize disruption of the peacetime mission caused by active duty personnel participating in exercises. This loss of working time was a source of particular concern to supervisors, detachment commanders, and the AFSAC commander, and prompted INXA to prepare and present a special briefing on the AFSAC exercise program to the commander and key staff. This briefing, presented on 1 October, outlined the purpose of AFSAC's exercise participation, the nomination process for participants, and included a review of AFSAC exercise participation from 1982-1984; it compared the numbers of personnel actually tasked for exercises to the number of mobility-tasked personnel, thereby muting criticism of the exercise program as too manpower-intensive or targeted too much against any one office or detachment.90

The briefing disclosed the following 9

H PLAYER
2
3
1
2
2
2

R.

	EXERCISE (Cont'd)	LENGTH	PLAYERS
1983	BRIM FROST ~ ALASKA (Biennial) (USREDCOM/AFRED Sponsored)	6	2
	GALLANT KNIGHT - CONUS	12	1
1984	GALLANT KNIGHT - CONUS	12	3
	OCEAN VENTURE/SOLID SHIELD - CONUS (USREDCOM/AFRED/AFLANT Sponsored)	17	1
	TEAM SPIRIT - KOREA	18	2
	FLINTLOCK - GERMANY	14	1
	FOAL EAGLE - KOREA (CINCPAC-UNC Sponsored)	20	2

The briefing further revealed the following data:92

DEDECEMBER 41/4 \$4 \$40 \$4

EXERCISES - CONUS PARTICIPATION - 1982-PRESENT

	PERSONNEL AVAILABLE	PARI	CIPANIS	NUN-PA	RITCIPANT	2
AFSAC	34	8	(24%)	26	(76 %)	
Det 21	20	5	(25%)	15	(75%)	
Det 22	9	4	(45%)	5	(55%)	

Exercises in 1984

HQ AFSAC personnel participated in six exercises in

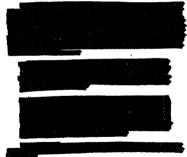
Exercise TEAM SPIRIT - Inis exercise was a combined forces operation employing joint service elements of both the Republic of Korea and the United States Armed Forces including both active and reserve forces. Approximately 100,000 personnel participated to demonstrate to aggressor nations, particularly Morth Korea, the ability and resolve of the United States and the Republic of Korea to deter hostile actions directed against South Korea, 93

TEM SPIRIT 84 was held in Korea, with the HUMINT portion lasting from 14-31 March. Captain McKethan and Captain Catrantzos (Minneapolis and San Francisco KID representatives) were the AFSAC augmentees. Some of the more valuable lessons learned included: a. The need for rapid, secure huMINT communications.
b. The need for HUMINT command and control at the

ACC/A-2 level.

c. The need for improved language and interrogation capabilities of AFSAC personnel. $^{94}\,$

Planning for follow-on exercise TEAM SPIRIT 85 began late in the year, but PSAA envisioned a greatly scaled-down exercise requiring only limited out-of-country augmentation. Another major Korean exercise, FOAL EAGLE, was viewed by PSAA sa better vehicle for wartise interrogation operations training. 95



FLINTLOCK/FLEET DEER 84 - FLEET DEER was the escape and evasion subexercise of the annually conducted JCS sponsored FLINTLOCK exercise. The interrogation phase of FLEET DEER was conducted at Eisberg Kaserne near Nagold, Federal Republic of

FINITION/FIET DEER MS - FIET DEER was the escape and even the second and even the second and even the second as the large and the second and even the second as the large test of AFSAC's parties mission in the functional theter. Augmentation from 18 AFSAC as writing mission in the function of the second and the second as a result, only the second and the second and

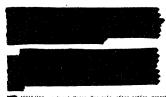
Critique of Exercise



in discus@ing problems and solutions of FLINTLOCK 84. Major Krause, in part, stated the following:

<u>Problem</u>: Debriefing of evaders by IF personnel

Deleted per 5 U.S.C. 552(b)(1)



 \Longrightarrow AFSAC/INX reviewed Major Krause's after-action report, and Major Robert Roser made the following comment concerning the debriefing of evaders. 10^3

I most strongly disagree with Major Krause's recommendation. I have worked very closely with AFIS/INU to smooth over objections they have had to this exercise (and FOAL EAGLE in Korea) over the perceived disconnect between our objectives (training interrogators) and their objectives (training resistance). This year was the first time ever that AFI5 resistance instructors participated at my insistance. Their main objection was that interrogators are not trained in resistance techniques or objectives. Resistance instructors should be assigned (two per shift seems excessive due to the size of the facility, one should suffice or even two per exercise two week session). Let them do the debrief with the inputs from the interrogators. Threatening to withdraw from the exercise is counterproductive. AFIS/INU has the Dou charter for resistance training. I have good rapport with them and think we can work this out.

Among other points, Major Roser also reviewed the exercise and made the suggestion that persons able to render medical assistance be "on hand at all times." He told planners at ESAA, "Recommend you plan for at least two medics (E-4 - E-6) who can stay in the barracks." 104

Deletion of Exercise Component

On 24 October, ESAA notified HQ AFSAC of the SOCEUR decision to delete the resistance-to-interrogation phase of FLINTLOCK (and thus ESAA's interrogation activities) from FLINT-

LOCK 85. Both ESAA and USAFE strongly opposed this move; however, at year's end, it appeared that FLINTLOCK was to be, for the fore-seeable future, a dead issue for AFSAC's training purposes. 105



GALLANT MIGHT B4 - This was an exercise directed by the Joint Chiefs of Staff (CS) and sponsored by the US Readiness Command. It was conducted 2-13 Mby 1984 at Fort Brags, North Carolina. As a command post exercise, its primary objective was to test the joint readiness (command and control) of personnel and capteens (command testons). Total active produce produced produced by the command of the command and control of personnel and produced by the command of th

Major Michael O. Rodzianko of Detachment 21 and Lt Jacqueline C. Sklenar of AFSAC/INZA were selected to provide AFSAC representation to the exercise. Both were assigned to the Joth Exercise Control Group (JECG), J-2 staff, responsible for controlling the interrogation of prisoner of war (IPN) scricting cell.108

Rodriance and Sylenar believed that little was accomplished curing the six-day preserveries phase of GALLARK MORIBES. During that time, no information was presented on administrative procedures, exercise MUNIKI objectives, or how exercise player elements were dependent on other control cells. During the elements were dependent on other control cells. During the elements were dependent on other control cells. During the elements were dependent on other control cells. During the element of the control communication of communications feature and failure of units to relay IPs, generated PW capture notifications through the chain of command. 109

POWDER RIVER 85 - This JGS-directed command post exercise (CPX) served as AFSC's major mobility exercise of the year. Most AFSAC activity took place on 15 October; however, INXA representatives continued by a server of the property of the power of the property of the property of the months ahead of the exercise, and on 18 Segtember, INXA published implementing instructions for the exercise.

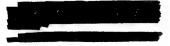
The exercise began with a telephone recall of all HQ AFSAC, Det 21, Det 22, and NCD insert personnel at 0500 hours on

15 October. Military personnel reported for duty and were processed through as inspection of their personal sobility fems required by Afric Ottol 1-de control of their personal sobility fems feature of the control of their personal sobility fems feature of their personal sobility fems from their personal sobility fems from their femsel and so refered stop records and administered required immonitations on the stort.

following processing, personnel received a series of perforage by ASS and ASS personnel on the service scenario, user of monitty sear, and the contents of monitoring the contents are received a serieng person belongs the searches contents are received a serieng person bollow and loss the searchest personnel on the war of Content Smyller pers, and then service the searchest of the searchest personnel on the searchest starts test, regarded by AMI 351. Date tests personnel their first real experience in working in the restrictive gareries, problem than as less of AMISSS received and monitorist in monitorist personnel or search personnel search problems.



In addition to managing AFSAC's participation in 1984 exercises, the Plans and Readiness Branch also worked on planning for exercises coming in the spring of 1985. These were:



Although ATSAC exercise participation was heavy in 1984, it was becoming clear by year's end that the small size of the unit made it impossible to support too many exercises. The NRX steff was concentrating on identifying those fee exercises which would provide the most realistic exercise participation planned for 1985 was less than helf of that carried out in 1984,116

PI ANS

The preparation and review of all types of planning documents was a major focus of the Plans and Readiness Branch (INXA) throughout 1984, and improvements were made in both the quality of AFSAC'S own plans and the quality of INXA's reviews of other command plans.

Revision of AFSAC OPLAN 1-84

- A major effort was made to make AFSAC plans simpler, which remains realistic, and to coordinate them more throughly with external agencies. A key lesson of Operation UKGAT FURY was that the assumptions made in AFSAC plans were of limited value if not coordinated with other affected units especially the now units with such that the properties of the p
- tents of administrative mobility kits.

A detailed listing, by deographical area, of the con-

- A complete revision and standardization of the contents of mobility bags.
 - Updated deployment and redeployment action checklists.
- Updated and coordinated plans for the employment of reserve augmentees to HQ AFSAC, and a detailed plan for the structure of the AFSAC headquarters in wartime.

Plans Reviewed in 1984

The following operations plans were prepared or reviewed during $1984 \colon 118$

mobilization and deployment plan.

PSAA oPLAN 5000/5001 - This plan was published by MQ PSAA on I September after a preparation and coordination process lasting over two years. Like AFSAC OPLAN 1-04, it was extensively coordinated with external agencies and reflected planning for the employment of listifed resources.119

PSAA OPLAN 5027 - This plan was published by HQ AFSAC on July. Following publication, in accordance with the recommendation of the AFIS/IS, responsibility for the plan was transferred to HQ PSAA/INX.20

ESAA OPLAN 4102 - Responsibility for this plan was transferred to ESAA/INX in June, and INIA forwarded extensive comments on required changes; however, by year's and, the plan had still not been finalized and reissued. Among the factors holding up final goordination and publication of the plan were the following: ¹²⁸

Questions on the wartime employment of emergency-essential civilian personnel. INXA had raised this problem to the Air Staff level earlier in the year, but other, higher priority actions kept AF/INYSH from completing staffing before the end of the year.

Lack of definitive wartime planning by Army OPRs. In most cases, wartime planning for PW interrogation by HQ ESAA was far outstripping planning actions by the various farmy units with which ESAA would operate in wartime, in-turn prohibited finalization of plans for wartime locations of ESAA personnel.

Small size and heavy workload of the ESAA plans staff. For most of the year only Captain Haney was present to work the full spectrum of INX functions.

At year's end, ESAA OPLAN 4102 was still far from completion, and the overdue annual review was anticipated to be a problem in the MEI scheduled for late 1985.



The preparation of these appendices led to concern on the part of the AFSA commander that available AFSAC resources would be spread too thin or be overcomitted in warfles. To warting planning for presentation to the commander and key staff. The briefing covered the reasons for increased inclusion of HMMINT AMPORTAGE AMPLIES AMPLIES

The AFSAC Emergency Notification Plan - This AFSAC recall plan was updated quarterly.

AFM/P) 18% of the AFM Covered Width T Architecture Plan and provided consolidated AFSAC comments on the draft plan to AF/18/18% in February, including a complete revision of Annex U (AFSAC), 129 Major Aoser, along with LC Glacoso (INOC) and Mr. Mohing (INOT) attended the AFASAC conference at Scott AFG, Illians in March. The Inal draft of the AFMAC was passed to AFSAC in late December and IRAX recommended minor changes. The AFSAC Commender's approval at year's was marking the AFSAC Commender's approval at year's

The DOD HMMNT Plan - This plan was reviewed, and AFSAC comments on the dreft forwarded to AFINSTH on 31 October 126 A second draft was received in late December, and HMXA was preparing comments at the end of the year, Publication of the final plan was expected in early 1985.

The AFIS war and Mobilization Plan (WMP) -Throughout 1984 INXA reviewed successive drafts of this plan, which replaced most of the AFIS F-series support plans, infittel INAX comments were forwarded on 27 July, and ESAA comments were passed to AFIS/XP on 2 August. On 3 October, INXX requested inclusion of specific guidance on reserve language requirements to assist AFIS/XE in recruiting suttable languists for HUMITI augmentation. Publication of the final AFIS MPP was still being avaited at year's end, 127

USAF War and Mobilization Plan, Vol 1, Annex I INXA reviewed this key plan in early 1984 and forwarded consolidated AFSAC comments to AF/INYXM on 2 February, 128

lesser intelligence plans and formulated AFSAC positions on command plans which mentioned or tasked Air Force MUNINT. Plans review constituted the largest single element of the INXA workload.

MANAGEMENT PREFETTIVENESS INSPECTIONS

The Plans and Readiness Branch was the AFSAC OPR for Management Effectiveness Inspections (MEI) preparations and for the consolidated responses to MEI reports. Only two inspections were conducted during 1984:

Detachment 21, AFSAC, was inspected by the AFIS/Ib between 9-13 January, and was rated EXELLENT overall. INNA pro-wided guidance to Det 21 in a 24 October 1983 letter, and replied to the 16 on 20 March. The only item which remained open following the original reply was closed out in a 7 November updata, and MG AFIS/IG certified the inspection report as closed on 14 November 128

±0. AFSAC received its HEI from the -Fisifbetween 17-27 April, and received an overall rating of EXCELLENT. The HEI report did point out several shortcomings in AFSAC planning functions, and IMMA took aggressive action to correct these problems. If of recommendations Discluded: Transfer responsibility for prioritize the massive vorsional in IMAA to allow one time for planning activities, and improve planning training (attendance at the Joint Operations Planning System (JMPS) course) for IMAA plans officers. Swift actions were taken on all of these recommendations, and corrects y as | Jahan. 1,307 or the first time, employing corrects y as | Jahan. 1,307 or the first time, employing HQ ESAA was scheduled to receive its KEI between 9-30 October, and in a Sugust message to NG ESAA and its detachments. INTA provided comprehensive FEI preparation guidance. Novewever, because of personnel postsponed. At year's end, no firm dates had been set, but an October 1995 timeframe seemed most likely. In the meantime, items from the 1992 ESAA REI still remained une, 27 August, and 29 November 131. to NG 85/15 on 8

NQ PSAA received its last MEI between 11-28 October 1983, and during 1984 work continued to close out items remaining open. The initial reply to the report was sent to hQ AFIS/Ib on 25 February; updates were provided on 3 August and 13 December, 130

The NCD Insert Program was inspected by HQ AFIS/I6 between 8-13 May 1983. Since items remained open, an updated reply was provided to the IG on 24 May 1984; on 8 June, the report was considered closed. 1936.

Octachment 22, AFSAC, was inspected between 14-18 March 1983, and INVA forwarded updated comments to MQ AFIS/16 on 30 May 1984. The MEI report was certified closed by the IS on 8 June, 134

AFSAC BRIFFING PROGRAM

The Plans and Readiness Branch was the OPA for development and presentation of the AFSAC overview briefing, the wartime mission briefing, the Quarterly Management Analysis Review (GMRR), and other specialized briefings. A total of over eighty various briefings were presented to a wide variety of audiences during the year, 135

Inkå also provided regular briefing support to the Defense Intelligence College, presenting &ir Force HMMINI briefings to the Intelligence Collection Nanagers Course (ICKC) once each quarter, to the Symposis for Strategic Intelligence, and to the Seminar on Human Intelligence. In all cases, these briefings were presented at the request of the BOC staff, but briefings were presented at the request of the BOC staff, low

At the direction of the commander, the AFSAC Overview Briefing was again revised and updated to purge it of the poor quality graphics obtained from Det 4, 1361st Audiovisual Squadron at Bolling AFS in 1993. The return of Mr. Keith Soyce, AFSI/NOVS, to the compound graphics shop from an extended DVF at the personnel, belief alleviate the severe lack of graphics support

The MFSAC wartime mission briefing was also extensively revised and upgraded in 1984, with the previous two separabe briefings (Plans and Mobility) being combined into one presentation oriented toward the individual on mobility status. The new briefing deemphasized plans and command relationships and emphasized information of value to all AFSAC personnel, such as personal clothing, equipment progrements, mobilization procedures, and training requirements.

The Quarterly Management Analysis Review ((MMR) priefing, was presented four times to the commander and key staff-Procedures for the preparation and presentation of the (MMR were 1984; blever, by the end of the year it was becoming obvious that procedures required another revision, Field units complained that the procedures required another revision, and the data retrieval capabilities of statistical portions of the (MMR. at tecsory of FSCADES) and under extensive revision, and the mechanics of (MMR preparation were being completely rethought, 1999.

RESOURCE MANGEMENT

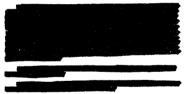
The Resource Management Branch (INXB) was responsible for AFSAC-wide fiscal and logistics planning, programming, accounting and management. The branch was composed of a Fiscal Programs Section, a Budget Section, and a Logistics Section.

The branch chief's position, wasted by Mr. Wesley H. Poge on 30 July 1933, remained unfilled throughout 1984. Two other billets were acquired during the year: a communications billet transferred from IRAA on 6 June and filled by SKGX Thomas A. Mann until his retirement on 1 September, and an officer ADP of the control o

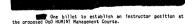
FISCAL PROGRAMS

A major problem facing AFSAC's fiscal programming activities in 1994 was actually a holdwore from 1993 - the lack of a branch chief. This fact was documented as an observation by the AFIS inspector general in the 1994 AFSAC MEI, however, the position was still vacant on 31 December, nearly one and a half wars after the retriement of Mr. Popoet.

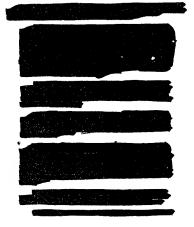
As a result of this vacancy, AFSAC programs activities in the General Defense Intelligence Plan (GDP) and Program Objective Memorandum (POH) were accomplished by it Collegence (Air-Potter (IBA) and Major John Carlield (AI/INSI) consolidated by IRX, approved by AFSAC/CC, and placed in final format by Major Caulfield. It Coll Fairbrother defended AFSAC and Object in the Collegence of the C



Establish a two-instructor element at the planned DOD Tactical Interrogation Course, Fort Huachuca, Arizona.



General Defense Intelligence Plan (GDIP) FY 87-91 - INX began the FY 87-91 GDIP program in September by establishing a schedule for the field elements to follow. This was followed by detailed griddence peakage copilating the doir and don'ts of Berprogramming. Initially, field inputs were not due until December, however, Alls placed a 28 November suspense on the ASSA from the peakage of the pe





BUDGET

The Budget Section (AGB) was officially created in October 1904 as part of a breakout of functions within INNS, separating programming, communications, and budget activities. SKGst lames S. Jinks, Ur., headed the section from 1 January 1934 until his retirement on 30 April 1984; he was replaced by KSgt Conner R. Moss, 147

The Budget Section was responsible for acquiring, maintaining, and allocating AFSAC's Operation and Maintenance (OBM) and Intelligence Contingency Fund (ItT) resources by occumenting, preparing, and executing the AFSAC budget and financial plans, ¹⁴⁸

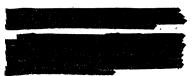
Barch.

FY 1985 Initial Distribution of Funds AFSIAK issue to accompany the ordinal Operating Sudget Authority (Soid documents on accompany to the ordinal profits) of the ordinal profits of the ordinal profits. Hessage were sent to the ordinal profits of AFSIAC for 15 ordinal profits of the operation of AFSIAC for 15 ordinal profits of the operation of AFSIAC for 15 ordinal profits of the operation of AFSIAC for 15 ordinal profits of the operation of AFSIAC for 15 ordinal profits of the operation of AFSIAC for 15 ordinal profits of the ordinal profits o

The FF 1887 Operating Budget (08) - AFIS/AC issued the call for the FY 80 80 in 18 October, and messages were sent to all field units requesting their inputs. The consolidated AFSAC budget submitted on 9 Normeber, represented an increase of \$604.700 over FY 85 funding levels, again due primarily to the cost of 31 additional mapporer authorizations.

New York The State of Detachment 21 Accounting Records - In the Act and the State of the text and the State of the text and the Act and th

The AFSAC Financial Management Board (FMB) - The FMB, chaired by the vice commander, met quarterly to formulate fiscal policy and to review and monitor the execution of approved funding. ACB provided the funds analysis for each of the four meetings held in January, Arn1, July, and October.



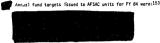
Within AFSAC, the ICF program was managed by ACB. Personnel directly involved with the program were: 151

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Coll Yankowskii
                           1CF Manager
MSot Ransom
                           Disbursing Agent
MSat Moss
                          Paying Agent (HQ AFSAC, HQ PSAA, OL-P,
Det 21 and Det 23)
SMSgt Schindel
                          Paying Agent (Det 22)
Paying Agent (Det 31)
SMSqt Franklin
TSgt Brachold
                           Paying Agent (Det 32)
                          Paying Agent (Det 12) .
Paying Agent (HQ ESAA)
MSqt Moncrief
```

The total ICF expenditure for FY 84 was \$1,014,500 -- an increase of \$97,000 over the previous fiscal year. Major categories of FY 84 ICF expenditures were:

Mr. Lanoue





TOTAL \$1,046,000

- (1) Lack of documentation
 (2) Inadequate inventory controls of incentive supplies
- and ICF equipment
 - (3) Improper self-inspections
 - (4) Untimely settlement of advances

 The sixth modit report contained four findings, three of

which were non-concurred by management. The report was elevated for adjudication of non-concurrences in accordance with AFR 175-4, and no problems were demountered in the adjudication process. AFIS/AC personnel worked with Mogt Kanson and the AFAA-AFIS Lisason Office to resolve the non-concurrences.

LOGISTICS

The Logistics Section (Lib) provided GAM and IST supply and equipment to NA MISAS and its COMMS detachments and Anadles the procurement and storage are regimes material and shortly proposed to the companion of the Command of the Co

YTI 3180M

The Logistics Section, in close coordination with the Plans and Readiness Branch (IMA), made strides in 1984 neuroping AFSAC to carry out its mobility mission. Problems and shortfalls long viewed as insurmountable osktacles were attended and overcome, and by year's end AFSAC, although not 100 percent wartime ready, was in its best mobility state since its formation in 1981. The mobility upgrade was carried out across the spectrum of supply and equipment issues.

Onlines - Following the change to AFR 35-10, AFIS Supplement 1, which authorized AFSASC personnel to wear commoting failures (battle dress uniforms - BDUs) in wartise and contingency failures (battle dress uniforms - BDUs) in wartise and contingency failures (battle dress uniforms - BDUs), the intent was to the contingency of the continue of the continu

Personal Mobility Equipment - Colonel Piver, the new AFSAC vice commander, had served as commander of the Africac security police element on General deving Operation MEGET FURY, and had a strong background and five five the commander of the Africac served the control of the Colonia of the C

Field packs and frames Pocket knives Flashlights Entrenching tools Poncho liners Camouflage face paints Water purification tablets Sun/dust goggles Two-quart canteens Folding cots Chemical linet sticks Messages - Operation indERT First in 1989 had pointed out AFSAG's total lack of self-sufficiency in wapper, and 1988 saw great deal of work in Jensting for the storage of the sepans (Ferch that deficiency law wappers are stored at Andreas AFS, but AFSAG studied the raskbilly of brieging them back for northing AFSAG studied the raskbilly of brieging them back for northing a courtey; inspection of the warehouse rear in building 1919 and recommended a number of security suppraise to prefit turning of the security suppraise to prefit turning the data been made, and the weapons resided at Andreas AFS.155 classes.

The question of which weapons to issue to which personnel resulted in a decision to issue the 38 calibre pistol to all interrogators -- officer and enlisted -- and the M-16 rifle to all support personnel. A change was submitted to Table of Allowance [TA] 538 to authorize this revised weapon issue policy; the chance was approved on 2? December, 200



<u>Vehicles</u> - The lack of vehicles to support the mobility mission mes a long-standing problem which was seriously oddressed for the first time in 1984. After considerable staff study by is and IRMA, an order was placed for two fore-wheel drive wehicles which would serve dad uses as mobility and as day-to-day pointies. The web companies of the vehicles had not been received by the end of the vear. ¹⁶¹



As a result of the tremendous growth in mobility equipment stocks, is had by the end of the year nearly outgrown its warehouse space, even though the warehouse had been expanded in December 1983. To meximize the limited space available, thirty new storage bins were procured to provide neat storage and rapid access to individual mobility bags and equipment, as well as to standard supply items. Additional bins were on order at year's end to further increase the storage capacity of the warehouse. 163

STAFF ASSISTANCE VISITS

Chief Jonson performed staff assistance visits (SAVs) to ENA between 2-30 outpart. These visits were important, as they were the first such legistics SAVs to the overseas area in several years and provided an opportunity to discuss critical areas such as the ADP program, mobility equipment, and, in Europe, the DCF upgraded, and in Europe the DCF upgraded and provided the such as the ADP program, mobility equipment, and, in Europe, the DCF upgraded provided the DCF upgraded the DC

DMS REVIEW

Chief Johnson attended the Ff 86 Depot Maintenance Schedure Revere (DRSS) for communications-electronics equipment at McClellan AFB, California, 18-20 September 1984. Among the agenda tiens of interest to AFSA were: validation of command maintenance requirements for Ff 86; identification of appropriate sources of 108-166 Pepair schedules: and revisions/deditions to 10 00-25-

AUDIOVISUAL EQUIPMENT MANAGEMENT

As part of the mobility build-up in 1984, AFSAC had ordered various tieses of autovisual equipment (camera, monitors, etc.) for use in interrogation activities froblems arose, however, and the second of the secon

INSPECTIONS

A Humerous inspections of the logistics area were conducted in 1984. The AFIS/16 WEI of HQ AFSAC rated logistics management as OUTSTANDING, and Chief Johnson received two laudatory comments -- one for his management of the mobility build-up

and one for his management and control of OAM and ICT supplies and equipment. In dedition to the MCI, quarterly ICT inspections were conducted, none of which wncovered any discrepancies, and an Air Force Audit Agency auditor inspected the ICT account on 22 June. The additor checked ICT supplies and equipment and reviewed that proceedings for issuing incentive gifts. No discrepancies were

CAREER MANAGEMENT AND TRAINING

The Career Management and Training Brench (IMXC) was responsible for all actions dealing with personnel management including officer and enlisted accessions, operational and non-operational training, OER and APR quality control, awards and decorations, and civiling personnel. John

The branch chief was Major George A. Malesich; his deguty and chief of Operational Training was Mr. Elmer T. Knudsen.

Four-Year Personnel Management System

Upon _t Col Fairbrother's arrival to the division in June. he immediately began designing and implementing a computer assisted four year personnel management system. The long term objective was to increase AFSAC manning to near 100 percent with qualified and trained personnel. The process began by resolving discrepancies between AFSAC's Unit Personnel Roster (UPR) and the AFIS Unit Manning Document (UMD). Both documents were found to be in error, and by September, with the assistance of Major Caulfield, INYSH, both documents were in accord--probably for the first time since AF HUMINT amalgamation. A second step was the placement of the UPR by Lt Col Fairbrother on his home computer so undated products could be provided to AFSAC field units on a monthly basis instead of semiannually. Additional data elements were added, such as required languages and assignment preferences. to make the document more useful to the field elements. Concurrent with revision of the UPR format, Lt Col Fairbrother briefed the AFSAC commander on the proposed personnel management system and received approval to place outyear personnel projections against billets. 170

A second phase of the Personnel Management System was to merge personnel selection data with the GDIP Program Management files and ASSA monitoring the personnel selection for form a complete body of control of the personnel selection of the complete the personnel selection and selection criteria to a file containing detailed personalis on past, current, and projected ASSA Geologoes. A long range goal was to use computer assistance in selecting personnel based on position requirements. All

Recruiting and Personnel Accessions

Recruiting of new HUNINT personnel received high empha-sis in 1984, as INXC took the lead in seeking out, evaluating, and recruiting prospective AFSAC personnel. An aggressive advertising campaign, followed up with telephonic interviews of interested personnel, paid dividends in the identification of many promising individuals.172

In July, and again in November, Colonel Piver and Major Malesich travelled to the Armed Forces Air Intelligence Training Center (AFAITC), Lowry AFB, Colorado to perform Personnel Selection Panel (PSP) interviews of students. Nine students were interviewed in July, five positively; four of eight interviewed in November were positive All of those positively interviewed were subsequently approved by AFSAC/CC for HUMINT assignments.173

In September, INXC requested all AFSAC field units reevaluate their Advanced Academic Degree (AAD) billets against current and future mission requirements and provide their recommendations for either adding or deleting billets. The purpose was to provide AFSAC with sufficient AAD billets to enable the recruitment of area specialists, thereby allowing the buildup of a quality language/area specialist-qualified personnel force. In December, at the request of INXC, AFIS/DP provided the names of officers accepted for the AFIT Area Specialist program to facilitate the recruiting of language-qualified area special-

Officer Accessions - 40 officer PSP interviews were conducted during 1984 and 28 of the interviewees were approved for HUMINT assignments. Of these:

- 4 were on station at year's end 13 were in training
- 6 were awaiting release from their current command/assignment 3 were awaiting acceptance by the concerned area or detachment commanders
 - 2 were not released by AFMPC

Enlisted Accessions - 14 enlisted PSP interviews were conducted during 1984, of which 12 resulted in selection for HUMINT assignments. Of these:

- 1 was on station at year's end 8 were in training
- 3 were awaiting release from their current command/assignment

Organizational vs. MPC. Control of Special Duty Assistants to MSML. A problem which had long played MSML with lack of control over the accession of enlisted percomel into lack of control over the accession of enlisted percomel into SML server controlled by MPC rather than controlled so that the server controlled by MPC rather than the server controlled to the server cont

Creation of the 99606 Special Duty Identifier to Replace the 20030 ASEs - In order to better control and retain emission HUBBIN personnel, IMEX-specifically Chief Vutich, succeeded in the projecting the 20030 (Linguist Internation) Set with special duty identifier (503) 3000 (Linguist Incomparison with the move to both and ASEA Vite MCC control of support personnel SDMs to AFSAC, was expected to significantly enhance MOMINT manpower management. 160

Special Duty Assignment Proficiency Pay for MARINI Intelligent/Debriefers One of the soit spootant event improve recruiting and retention of 99006 personnel was the figurous recruiting and retention of 99006 personnel was the Special Duty Assignment Proficiency Pay (DAMP) for enlitted translating instruction, and recommended in a package prepared for ACCA Paymonial in Assignment Profice of the ACCA Paymonial in the Special Control of ACCA Paymonial Paymonia

AFSAC OPERATIONAL TRAINING PROGRAM



Tutorial Training - Special in-house tutorial training in HUMINT tradecraft was administered by Mr. Knudsen twice during 1984. These sessions were:

19-23 Nov 84: TSgt Glenn A. Miller enroute to an assignment with Det 11, ESAA

New Initiatives in Training - Because of the relatively small size of AFSAC in relation to the demands of its worldwide mission tasking, great emphasis was placed on the recruiting and training of the finest personnel. In 1984, many new initiatives for improving the quality of training were pursues.

Assessment Models - As a result of an unsuccessful meetteria and procedures, INXC initiated action to construct
teria and procedures, INXC initiated action to construct
assessment models for each of the major operational and support
positions within AFSAL. The major characteristics each bogo
determine the potential of candidates being considered for assignment to these positions. This, it was believed, would considered
penhance the effectiveness of AFSAC personnel spelection procedures.
ESAA, PSAA, their detechments, and other AFSAC field units were
crequested in October 1984 to provide inputs for assissment
of shelr positions, and by off shelf of the office of their positions.

Of shelr positions, and by office of the shelf of the development of accurate, useful models. The

DOU Tradecraft/Curriculum Review Pamel - At the DIA MOTS scheduling conference on 18 October, it was recommended that a tradecraft/curriculum review pamel be established to review the MOTS curriculum. The pamel would review inputs from the service collection elements for the possible inclusion of addrection of the collection and the service pamel with the collection of 1984.180 to allow collection of 1984.180 to allow collections of 1984.180 to allow c

HIMMIT Management Training Course (MMIC) - The MMIC, an AFSAC intitative, was not a fined initiative per se, but one which was first raised by AFSAC at the DoD HUMMIT Management Conference on 3-4 October 1983. Since the original recommendation, the course development project had been given to the Defense intelligence of College, and no 20 September, an all-service meeting set held at several different course interests surfaced, clouding the original concept for the HMIC, and the attendes were requested to provide concept for the HMIC, and the attendes were requested to provide

their requirements for consideration. On 29 October, in response to DIA tasking, MR MSAL provided an input on the proposed course content which refiterated the substance of AFSAC's original HRIT recommendation. By year's early a matrix for the course was being developed by DIC; following completion of this matrix in 1855, the service representations were considered to early an experience processing the provider provider and refine early and a service representatives were to meet again to review and refine

Interrogation Track for the Strategic Debriefer's Courts (500) - bitsers (2-28 April, INIX developed a sintative training schedule for a one-week 'interrogation Track' for #FAM students attending the Strategic Debriefer's Courts (500) at fort Numbers, Arizona, and began acquiring course materials (400) at fort Numbers, Arizona, and began acquiring course materials (400) at fort Numbers (400) and the Numbers (400) at the Numbers of the SUR, MASO Expressnatives bet with Collection Unition (deputy assistant commandant of the USALCS), Najor Kholger and Explaint (118) (Exploitation Division), and Collection (Interrogation Branch) to discuss implementing a one-west interrogation block restricted to rigg. these discussions, mainly because of the small number of students involved (two per course); and the fact that the effort would neither detract from the basis SUC nor require the use of additional facilities or USALCS commander) of Najor Courtal Merinaging (USALCS commander). Final action uses appeal of Najor Courtal Merinaging (USALCS commander), Final action uses appeal and the section and action uses appeal and the section and action uses appeal and the section and action and action uses appeal and the section and action as accepted early in 1985. Act

Survival Training Course for 39005 Personnel - To provide incostant Packground training for pleptine 59005 personnel, INC. arranged for attendance of new assignment at the USAF Basic Survival School (course SV60A), Fatrichild AFB, Mashington. This course, which also addressed resistance to interrogation, was yiewed as a veluable addition to the 95006 training plan.

Air force Directed Studies Course - During the year, clear that Cho penden with Affails. Aff@Pf. and Lt os established that Studies a bannered Air force-directed studies course stressing Soviet and Memore Pact military and technical terminology required by Affair Force debriefers. Electronic Security Command (ESC), another major user of linguists, was sake to support the directed studies course, and concurred with the proposal. The course was still in the planning stupes at the end of the year. 38

Intalliance Training for MRNINT Support AFSG. * Because of the sail size of many AFSG. operating locations, and the need for support personnel frequently to become involved in HUNINT duties, IAIX pressed for a thange to AFS 39-11 which would permit intelligence training for designated non-intelligence personnel. This change, first requested through NG AFSJORPA on 15 Movember.

was approved by AFMPC/MPCAPP1 on 26 November. The text of the change, an addition to paragraph 31c, Figure 8-2 of AFR 39-11. read as follows: Curtain support personnel selections: assignment of the selection of

Orderse Language Institute (ML) Russian Professional to DL on the Witch provided direct input to DL on the Witch provided direct input to DL on the State of the Witch provided direct input to DL on the Witch provide injustiss with military foreign-language study materials of a highly technical nature, each lesson designed around a scientific topic, such as attribute Lenthical support. An initial input was provided ULI on 23 May. Sixteen of the 32 volumes had been completed by 31 Oscember 1994.150

PERSONNEL ACTIONS

Standard personnel actions such as awards and decorations, GER, and APRs were processed and managed by India Thomas J. Neel. Togit heel's superior performance set recognitions of the person of the person of the superior performance set recognitions of the person of th

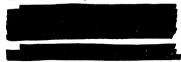
DETACHMENT 21 AIR FORCE SPECIAL ACTIVITIES CENTER

MISSION





DOIA Office Reassigned



PERSONNEL

Manning Strength

At the end of the year, the detachment had forty authorized positions, distributed as follows:

	Author zed	Assigned	Percent
Officers	20	14	70%
Enlisted	11	10	91%
Civilians	9	5	56%
TOTAL	40	29	73%

The manning was proportioned as follows: command - 3, support -8 Defense Liaison Program - 9, Project SHOTGUN - 4, and Projects SEEK/LADEN - 16.190

Key Personnel

at Lo.I Richard P. Deen was commander of Det 21 for the entire year. Most Dennis Barra's was the Det 21 deministration officer throughout the year. Maj William B. Martin headed the Deframe Liaison Branch from June Entropy December. Capt Michael R. Sylvester headed the Foreign Liaison Branch from the time he revived in June Horoyal December. H. Bobby M. Aston worked in the Departion's Service December 1984. Maj Kanneth J. Allen was the head of the Deframe Liaison Branch from January to May 1984 and then became operations officer in May and served in that position for the meanador of the meanador of the remainder of the year. 198

RHOGET

first Separate Dudges account. Prior to the Tiscal year, all function for the descending account. Prior to the Tiscal year, all functions for the descending accounting of all the detailment's expenditures. The total representation of all the detailment's expenditures. The total prighted budges for FT 80 was \$40,000, allotted as \$10 leads of the total prior total prior to the total prior total prior

EXPETON LITATION

Project SEEK



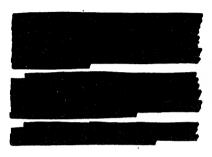
Evaluations of intelligence reports (IIRs) prior to November 1984 were brown down into three categories, which were "Of Major Significance," "Of Value," and "No Value." After 1 Major Significance, "Of Value," and "No Value." After 1 Major Significance, "Inspirate Value," "Of Value," "No Value, "No Value," "No Value," "No Value, "No Value," "No Value," "No Value, "No Value, "No Value," "No Value, "No Value," "No Value, "No Value, "No Value," "No Value, "No Value, "No Value," "No Value, "No Value,

Project LAGEN



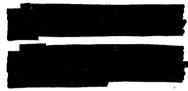
DEFENSE LIAISON

Defense Lisison Program



DETACHMENT 22 AIR FORCE SPECIAL ACTIVITIES CENTER (AFSAC)

MISSION



PERSONNEL

Manning Strength

As of 31 December 1984, the detachment had twenty-seven authorized positions distributed as follows: 203

	AUTHORIZED	ASSIGNED.	PERCENT
Officers	10	10	1003
Enlisted	4	4	100%
Civilians	13	12	92%
Total	27	* 26	96%

Key Personnel

During the year, the detachment's key personnel were the commander, Lt Col Russell Parris, who held the position since June 1982, and the operations officer, Mr. Edwin Pentecost, who assumed the position in October 1984. The operations officer was converted to a civilian slot effective 1 October 204

LIAISON AND COORDINATION



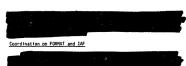
Army's Interest in Det 22



Briefing from OSI Forensics Specialist



Visit to AMD







Briefing on COMEX



Oversight Inspection



neleted per 5 U.S.C. 552(b)(1)



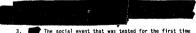
Coordination on DLP



HUMINT S&T Workshop

In December, the 1984 HWHNIT SAT Workshop was held at Detachment 22. In attendance were personnel from HR ARSAC, HR PSAM, HR ESAM, Detachment 33 of PSAM, Detachment 12 of ESAM, and TD. On 24 December, Detachment 22 sent to the participants a report on the workshop based on critiques submitted by those in attendance. The recommendations in the report were as 70 lows: 215

 The opening session should be tailored more toward technical operational briefings. Must be at the S/RODCA level.



- should be continued.
- 4. A minority of FTD analysts and case officers felt that they did not have enough time. Corrective action suggested is to allow all case officers to spend a full week at Detachment 22, to include all day Friday.
- Recommend that Detachment 22/INOS travel to Detachment 31 PSAA. A similar visit to Detachment 12 ESAA in November 1983 was very beneficial for all concerned.

DETACHMENT 23 AIR FORCE SPECIAL ACTIVITIES CENTER (AFSAC)

ESTABLISHMENT AND MISSION



On 3 October 1984, by verbal order of the AFSAC commander, Detachment 23 was established. On 12 October 1984, AFIS Special Order G-6, issued by the chief of the AFIS Administrative Division, confirmed the verbal order of 3 October. 217

PERSONNEL



ACTIVITIES

Operational



Support



EUROPEAN SPECIAL ACTIVITIES AREA AIR FORCE SPECIAL ACTIVITIES CENTER

MISSION



ORGANIZATION

ESAA consisted of a headquarters, three detachments, and nine operating locations.

Headquarters





The other division with HQ ESAA, Plans and Resources, was involved with a variety of actions concerning resource management, intelligence production, and plans for the conduct of peacetime and wartime operations. 25



ESAA Detachment 11



ESAA Detachment 12



ESAA Detachment 13

Key Personnel

KEY TEL SOUME

On 11 July, Col John K. Doxey assumed command of ESAA from Lt Col John K. Klehm who was transferred to the Defense Intelligence Agency. Col Doxey was the former division chief, PASAC/NO. Ffective 7 August, Lt Col Room Kilikuwska assumed duties as ESAA deputy commander and as chief of the NO ESAA Deprate the Afr Force. Major Lawrence C. Earle assumed duties as the Afr Sorce. Major Lawrence C. Earle assumed duties as the No ESAA Plans and Resources Division 31 July, replacing Major Armold C. Duckac. MCSgt Villiam H. Strickland assumed duties as the NO ESAA chief of Personnel and Administration, as well as the ENA sentor enlisted advisor, effective II July, MCSgt Strickland replaced DCSgt Clue Dates. More triend. Logical Revis Klahr, who replaced DCSgt Clue Dates, who retriend. Logical Revis Klahr, who coffice to the new ESAA commander, effective II July, MCSgt Associative office.

Lt Col William Saxe commanded Detachment 11, while Major Andrew Wasinski served as the Det 11 operations officer. Major Mertin Bennett commanded Detachment 12. Major Ronald McAbee commanded Detachment 13.²³²

Manning Strengths

On 31 December, the ESAA manning strength was as follows:

	NO. AUTHORIZED	NO. ASSIGNED	PERCENT
Officers	24	2 <u>س</u>	83%
Enlisted	51	46	90%
Civilians	20	20	71%
Total	103	86	83%

JOINT COMMUNICATIONS FACILITY

AGE



Electronic Security Command





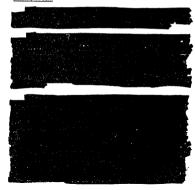
ESTAT



ESAA Commanders' Conference

On 14-15 November 1984, the ESAA Commander' Conference was held. The first day was devoted to a review of ESAA Schwisse will be second day was spent in an in-depth review-of, ESAA OPLAN 4302 procedure. The conference was in part a continuous effort, on the configuration of the conf

Meeting in Bonn

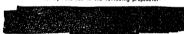


FORMICA and DLP



Meeting with USAFE Representatives

On 20 December 1984, Captain Haney attended a USAFE/INCR sponsored meeting to discuss planning initiatives of mutual interest. Detachment 3, Foreign Technology Division, was also represented. The meeting resulted in the following proposals: 64



 Preparation of a listing and description of major exercises into which coordinated play could be included.

3. Preparation of a list of requirements for logistics support and MRM for operations of a consolidated central base of operations under bare base conditions.

PLANNING AND PROGRAMMING

Planning Initiatives



In doing so, ESAA continued its efforts to review and update major worthing planning concepts. As part of its effort to rectify shortfalls cited in the KE, ESAA launched the first update action throughout the second half of the year. As one part of this action, ESAA planning authorities identified and worked reasolve long-standing shortcomings with ESAA warfier reasolve long-standing shortcomings with ESAA warfier effort, however, came in November 1984 as ESAA hosted its first comprehensive in-house planning conference. 427

ESAA also continued its efforts to develop and maintain a role for USAF HUMINT in major theater-based exercises. This effort, however, led the command to a critical decision point during the latter half of 1984, as ESAA command authorities were faced with three conflicting factors: increasing opportunities for ESAA to take part in exercises featuring HUMINT play: increasing emphasis on peacetime collection activities and new collection initiatives; and little relative change in the ESAA manpower base. Faced with the harsh reality of limited manpower, ESAA authorities had to "draw the line" between mutually-exclusive efforts involving peacetime operations and wartime readiness exercises. In October 1984, as the demise of ESAA's traditional role in FLINTLOCK exercise was confirmed by the Special Operations Command - Europe (SOCEUR), the ESAA commander reaffirmed the two basic goals of exercise participation: to test wartime planning concepts and to train personnel for their specific duties in support of these concepts. The ESAA commander then issued a major policy statement with regard to exercise activities, through which he established four basic goals for ESAA participation. These goals were as follows:248







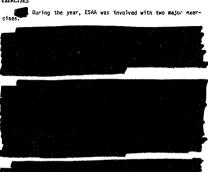
Reserve Management

In late May, at the request of AFSAC/INX, ESAA began an in-depth review of its dedicated reserve augmentation forces. The initial phase of the review identified general strengths and weaknesses with the HUMINT portion of the AFIR program. The second phase of the review, undertaken concurrently with the annual review of ESAA OPLAN 4102, addressed the integration of ESAA's HUMINT reserves with active duty forces and emergency-essential civilian personnel for wartime planning purposes. The third part of the review, slated for completion following coordination of part two, was to cite ESAA's recommendations on specific wartime augmentation requirements, 250

Wartime Planning



EXERCISES



PACIFIC SPECIAL ACTIVITIES AREA AIR FOR SPECIAL ACTIVITIES CENTER

MISSION



ORGANIZATION

40 PSAA consisted of command, administration, operations and plans/programs sections, located at Hickam AFB, Hawsii. There were two field units: Detachment 31 at Yokota Air Base, Japan, and Detachment 32 at Yongsan Army Garrison in Jeoul, Korea. Det 31 had two two-manned operating locations at Camp Zama and downtown Tokyo. 257

Organizational Excellence Award

In 1994, Detachment 32 was awarded the Air Force Organizational Excellence Award for the second time. The ward covered the period 1 February 1982 to 31 January 1984, in recomition of Det 32's intelligence collection effort involving the timely reporting of information emmanting from three aircrews from Communist countries who defected with their MIG sircraft, the crew of a hijacked PRC airlner, and numerous informative sources from the Middle East and Southeast Asia, 258

PERSONNEL

Key Personnel

On 15 June 1984, Col Thomas D. Davis assumed command of the Facific Special Activities Area, replacing Lt Col John F. Rexford, who had the distinction of being the first area commander for HUMINT activities in the USPACON area. Lt Col Rexford was transferred to the Defense Intelligence Agency, and Colonel Davis transferred from EUGOM/J-2.

On 29 June 1984, Lt Col Russell Reston relinquished command of Detachment 32 to Lt Col Thomas Lewis, who had appropriate background experience stemming from his previous tours Korea and COMIPAC as a Korean analyst. Lt Col John F. Eikelbarner continued on as commander of Detachment 31, 259

Manning Strength.

As of 31 December, the assigned and authorized strengths were as follows. The authorized figures are in parenthesis:200 HO PSAA

DET 31

DET 32

Officers Enlisted Civilian Foreign Nationals	4 (6) 2 (3) 2 (2) 0 (0)	7 (10) 12 (12) 10 (13) 2 (2)	3 (3) 6 (7) 1 (1) 7 (7)
Total	8 (11)	31 (37)	17 (18)
Anti-Terrorist Working	Group		0





PLANS AND PROGRAMS

PLANS

PSAR OPLAN 5027: The revised edition of PSAR OPLAN 5027, dated 1 July 1984, was published and disseminated. Subsequent to the publication of this revised plan, it was deemed that further revision would be in order to further streamline the OPLAH and to make it compatible with the current realities of the Korsan environment. Consequently, a planning conference was held between the 32/Ho and HO PSAA/HX, resulting in changes in the basic concept for positioning and deployment of the wartime augmentees. TPFDL changes were to be made accordingly.26

**PSAA OPLAN \$500/\$5001: PSAA OPLAN \$500/\$5001, dated 1 September 1985, was published and disseniated. As in the case of PSAA OPLAN \$5027, the positioning and deployment of the wartime units was under review. The basic concept for wartime operation was the manning of the Combined Military Interrogation Centers (Chilis) and the Mobile interrogation pensonel. The manning of the Course of the Course of the Military Interrogation of castured enemy personnel. The manning of the Chilis and Milit sunder the current OPLAN counted heavily on the reserve force, pertualry for the linguist billets. However, the dearth of linguist personnel awong both the active and reserve dearth of linguist personnel awong both the active and reserve allow for the linited wantability of language qualified personnel 266

EXERCISES.

TEAN SPIRIT: The TEAM SPIRIT BE Exercise was held 14-31 March 1994 at CP Tango, CP Humphries, Photon, Kimbae & and Osan AS, Korea. The PSAA participants concluded the following about their roles in the exercise: (1) A good, secure means of communication was absolutely essential, (2) Command and control (CS) for HUMHIW MASS required at the ACCA-2 level, (3) Scenario interaction was required to meet CB requirements, (4) Role players needed training to be effective, (5) Team effort was required for productive tactical interrogations, and (6) Language and interrogation capabilities needed improvement, 265

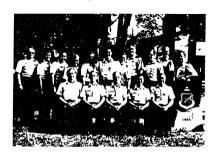


FOAL EAGLE 84: Arr Force MUMINIT participation in this annual joint ACS-directed, joint/combined command unconventional murfare exercise was from 2-18 November 1994. The interrogation exercises were held in the vicinity of Camp Humphries, Korea. The following personnel augmented the Det 32 staff: 11t Blake DeVolld, MG PSAS, Major Robert M. arom, Let 31; SSE Lance Young, Let 31; SSE Lance Young

Captain Joseph Chamberlain, Captain John C. Dymond, and TSgt Allen Erickson from HiQ AFSAC, and all Det 32 personnel. In addition, Det 4, FTD provided two observers to evaluate the mobile interrogation team (MIT) concept in order to determine the feasibility of debloving Det 4 FTD personnel with the HUMINT MIT.

As in the previous FOAL EAGLE Exercise, this field exercise Conternor neal world-type information, with interropators assuming the role of the enemy, and the interropatese testing their relating and capabilities to resist interrogations. Mon-Aif Force HAROUY, 6566 AISU (ROWE), and IOO AIU (ROWA). Det 12 conducted a three-day Interropation senior just prior to the exercise in order to familiarize all participants with procedures and interrogation methods to be used during the exercise. So

COPE THUMDER: Most Rand Sallagher, Det 31, participated in OUPE THUMDER from 7-22 September 1984 at Clerk AF8, Philippines. This exercise centered around the training of aircress flying against Commanist tactics and weapons systems. MSgt Gallagher participated in the briefing and decriefing portion of the exercise for the purpose of evaluating the feasibility of continued future participation as a means of training PSAA personnel for their wartine duties, 268



CASTED (LEFT TO RIGHT) — COLONEL TON DAVIS, PSANCE (Designate); IT, COL. 2004 METORO, PSANCTC (Incumber); DOLONEL METORO, PSANCTC (Incumber); DOLONEL MORE DOLDET, NO ASSECTION (ESANCE DESIgnate); DOLONEL DAVID DOLT, NO ASSECTION (ESANCE DESIgnate); DAVID DESIGNATION (ESANCE DESIgnate); DAVID DESIGNATION (ESANCE DAVID DESIGNATION (ESANCE)); DOLONEL PROPRIED PER ASSOCIATION (ESANCE) (ESANCE DAVID DESIGNATION (ESANCE)); DAVID NO ASSOCIATION (ESANCE) (ESANCE DAVID DESIGNATION (ESANCE)); DAVID NO ASSOCIATION (ESANCE) (ESANCE DESIGNATION (ESANCE)); DAVID NO ASSOCIATION (ESANCE) (ESANCE DESIGNATION (ESANCE)); DAVID NO ASSOCIATION (ESANCE) (E

CHAPTER VI AFIS SPECIAL STAFF

MEALQUARTERS SQUADROM SECTION
PLANS, PROGRAMS, CODISTICS DIVISION
MAMPOWER AND DRSANIZATION DIVISION
COMPTROLLER DIVISION
ADMINISTRATIVE DIVISION
PUBLIC AFFAIRS DEFICE

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HEADQUARTERS SQUADRON SECTION AFIS SPECIAL STAFF

MISSION

The mission of the Headquarters Squadron Section was to promote the morale, health, and welfare of AFIS personnel and maintain unit discipline and standards.1

PERSONNEL

Key Personnel

Naj. Carol K. Tarc was the chief of the meadquarters Squadron Section, as well as chief of the AFIS Agministrative Division. In September 1984, she replaced Capt. Terrence E. Grozus as Jaccin commander, who becase an assistant accutive the executive officer to the AFIS vice commander. Not those to the executive officer to the AFIS vice commander. Not those 5 there was the first sergeant for AFIS since 22 4 January 1984. Most Charles F. Porter was chief of Unit Administration, a position he led since Via AFIS on SSS Vicex L. STriggs arrived at AFIS on the last vice of the AFIS vice commander. AFIS on the service of the SSS Vicex L. STRIGGS arrived at AFIS on AFIS on the SSS Vicex L. STRIGGS arrived at AFIS on AFIS on the SSS Vicex L. STRIGGS arrived at AFIS on the SSS Vicex L. STRIGGS arrived at AFIS on the SSS Vicex L. STRIGGS AFIS VICEX L. STRIGGS VICEX AFIS ON THE AFIS VICEX VICEX AFIS VICEX VICEX

COMMANUER AND FIRST SERGEART

As the commander of the Headquarters Squadron Section, Major Tarc managed squadron activities and exercised general supervision over assigned enlisted personnel. The first sergent, MSgt morne, advised and sasisted the squadron commander. They both conferred often with the sentor enlisted advisor, OKSgt Gentzler.

In general, the duties and responsibilities of the first sergeant covered five areas: $^{\rm 3}$

- 1. Promoted welfare, morale, and health of enlisted personnel.
- 2. Advised and assisted the commander in maintaining discipline and standards.
- Assisted the commander in preparing and presenting squadron training and information programs.
- 4. Supervised the care and upkeep of squadron buildings and grounds.

Monitored unit administration.

In 1964, the commander and first sergeant were involved with the following types of situations:4

 Discharge proceedings - Concerning an airman's alleged involvement with cocaine.

2. Marital problems - Approximately six disputes involving six different couples.

3. Usaster assistance - Help for a sergeant, spouse, and children when their trailer and van burned.

4. Hospital visits - Approximately six visits during the year; none in a life threatening situation.

5. Coordination with local police - Concerning an enlisted member alleaedly speeding.

6. Notification of death - One case in 1984.

 7. Orientation for newly assigned personnel - The goal of the first sergeant was to talk with each new person.

 8. Cases of indebtedness (2) and bad checks (4) -Counseling and referrals provided.

9. Counseling for traffic tickets.

10. Involvement in the case of a possible security compromise.

11. Visits to dormitories - Occasionally done for matters of cleanliness and safety.

12. Attendance at NCO academy and leadership graduations or recognition ceremonies.

ORDERLY ROOM

The specific programs and taskings for which the Orderly Room (CCO) was responsible were the following:5

Individual Newcomer Treatment and Orientation Weighted Airman Promotion System (WAPS) Weight Management Program (WMP) Leave Program Processing Actions under the Uniform Code of Military Justice (UCMJ)

Processing Administrative Separation Actions Reporting Duty Status Changes Issue/Collect Meal Cards

Schedule Annual Medical/Dental Examinations In and Out Processing

Weight Management Program

The Orderly Room assumed responsibility for the Weight Management Program (WP) in August 1894 to ensure that all personnel assigned were weighed and that those who were identified a common promoting blace of the Weight Management and the Weight Management of the Weight M

WAPS Reference Material

The Orderly Room acquired and distributed research materials to be used for all promotion (sating cycles. It distributed the materials to personnel assigned to AF/IN - AFIS - AFAC Located at Fort Belvor; the Pentagon, Bolling AFR, the Mashington Mayy Iard, and Fort Meade. It also provid assistance to the provide assistance of the AFAC Control O

Other Actions

Throughout the year, the Orderly Room accomplished the following actions: δ

Scheduled over 1,000 examinations for personnel assigned to AF/lN - AFIS - AFSAC.

Typed, edited, and processed Administrative Discharge packages, Article 15s, and Letters of Reprimand. In 1984, on Administrative Discharge was approved, in accordance with AFR 39-10.

Logged and processed over 2,500 leave-of-absence statements.

Typed over 150 letters for 3 commanders for projected gains to AF/IN-AFIS.

PLANS, PROGRAMS AND LOGISTICS DIVISION AFIS SPECIAL STAFF

MISSION

The mission of the Plans, Programs and Logistics Division (IP, was to unity and direct all command planning and programming activities toward reaching approved command goals. It also provided for logistics support to all Affs elements in the airs provided for logistics support to all Affs elements in the agreements and memoranda of understanding, and all facets of logistics planning.9

ORGANIZATION

The AFIS Plans, Programs and Logistics Division (AFIS.AP ended 1984 a significantly changed organization, because of the reorganization within the Special Staff which moved the logistics function to the 84 vision. The retrievance of the control of the Staff Staff which moved the control of the control of the Logistics Division and to form a Logistics Branch (API) within the Plans and Programs Division. The two division from 16 were assigned to AFIS/DA long with the responsibility for the command control of the Command Cont

Msked why the Lo was merged with X^p , Col. william B. Sherman, the AFIS vice commander, answered the following. If

- I think that beneral Bissell wanted to build or push for an AFIS building at 80 bling, and he wanted it. Col. Norpson to run that. Lt. Col. Thorpson made C-6 and accided to retire. The building impedits then went away when General bissell went to the pilk. It is has about a very think of the control of the pilk of the same and the control of the con
- I loaded at LG and realized consolidation saved a space. In other words, have a good captain, logisticina (Captain Amond right now), who can work the Müss, procurement, the logistic situations for the command, and do it under .A smaller of fact more that captain in under Plans, and that eliminates the requirement for an LG per se, and so you save one space. That's basically why I did that. Sergeat howard, who is leaving, is the last of the logisticians besides the of basical another logistician down the processing the service of basics another logistician down the recommendation of basics another logistician down there, change the

AFS. that enlisted billet to a supply AFSC and put all that under the Plans people. It fits under Plans as well as being a separate logistics outfit. Two people here and three people there is not really the most effective way to use manpower.

As of December, the division consisted of a Plans Branch (XPX). Programming Branch (XPP), and Logistics Branch (XPL), 12

PERSONNEL

Key Personne?

at. Col. Alden M. Guy continued as the chief of the division. In cosition of other of the Plans Branch was vacant until 26 February 1984, when Mr. James M. Beck reported for duty. In May, the onlief of the Programs Branch, Carlice A. Bourassa, departer for a new position of MISJ/Nu. here replacement, Mr. expected to report to duty, antil Jawary 1885. The chief's position for the Logistics branch was vacant until October when Captain Thomas Amond arrived for Left in Mr. expected to report to duty on the Logistics branch was vacant until October when Captain Thomas Amond arrived for Left in Mr. expected to report the control of the Logistics branch was vacant until October when Captain Thomas Amond arrived for Left in Mr. expected to the Control of the Logistics branch was vacant until October when Captain Thomas Amond arrived for Left in Mr. expect.

Manning Strength

As of 31 December 1984, the division was manned as follows.

AUTHORIZED ASSIGNED PERCENT

	HOTTIGHTEE		- Littor
OFFICERS	2	2	100%
ENLISTED	1	1	100%
CIVILIAG	5	. 4*	80%
TOTAL	8	7	88%

*The vacant civilian position was filled, but the individual was awaiting security clearance.

PROGRAMMING

The significant projects of the Programing Branch were primarily the General Defense Intelligence Proposed Program (GIDPP), the AFIS Program Objective Memorandom (POM), the majementation of Mid USEP Program Action Diversities (Majeman Action of Mid USEP Program Action Diversities (Majeman Action Objective Memorandom (POM), the majeman action of Mid USEP Program Action Diversities (Majeman Action Objective Majeman Action Objective Majeman (Majeman Action Objective Majeman Action Objective Majeman Majeman (Majeman Majeman Majeman

good part of the year. Mr. Seck from the Plans Branch took on these projects, assisted by Mrs. Juanita Taylor, 14

General Defense Intelligence Program

January 1984 was one of \$7's bustest months for preparing the initiatives for the F788-90 General Defense Intelligence Program, which included meetings of the GDIPP working group on 20 January and the directors level meeting on 27 January.

On 27 January, the command ranking of \$715 initiatives was a marked by the command ranking of \$715 initiatives was a metity of \$7.5 ferms.

In May, AFIS was informed of how AFIS initiatives were ranked in the 1966 AFF force GDPP substitled by AF/IRM* to the Defense intelligence Agency. The Gollar Amounts, manpower unders, and/or fittles for some initiatives on the list were different from what AFIS submitted to IRM, because changes from the AFIS and the AFIS force in the AFIS force (PAD), and the AFIS force in the AFIS force





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identify the applies one explored profess responsibilities to the removal the intensity of programmes of programmes in a programmes of the state of

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Deputy Chiefs 'Staff (or equivalent for SOAs/DRUs, for Information Sy: 'ems.

- b Assig responsibilities for the acquisition and technical many—weem of office automation systems and the Information again manners Management Control Office (IRMC) to the Danity Chiefs of Staff (or equivalent) for information Systems
- c. Integrate data processing and telecommunications activities at base level, with specific emphasis on integrating data processing installations (DPIs) and telecommunications centers (TCCs).

Background

The issuance of PAD 24-1 occurred because during the terminal and early 1980s technology wildly proliferated in two prime areas. data automation and telecommunications. As both areas moved to take advantage of the increases in cappilities, the lines of demarcation among computers that communication devices with an innate computing function, and office automation deutomation where burred. In January 1982 the information management of self-directed a review of Air force automation and an appear of the self-directed a review of Air force aplosive growth of information technology; the need to attract and retain skilled people; regulatory and economic changes; the need for an information architecture; organizational structures; and functional relationships. The study concluded that technological advances and other factors made it more diffical to conduct fouriers as assuals in Air Force information systems, 22

As a result of this study, the chief of staff directed the integration of communications and automation throughout the Air Force. As the initial step, the Air Staff was reorganized on June 1983 and a new assistant chiefer of staff for information systems (AF/SI) was formed to provide a management structure to better address the integration, 22

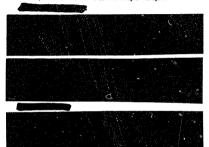
Tasking in PAD 84-1

AF/IN and AFIS planners were particularly interested in the PAD's tasking for major commands and special operating agencies:23

Prepare plans in conjunction with HQ AFCC to integrate communications and automation staffs into a deputy chief of staff for information Systems (or equivalent for SCAs/DRus which is dual-hatted under AFCC and operationally controlled by the host KALCOMYSOK/DR

commander. The plan should also provide for integration of communications and data automation at all levels and identify those MAJCOMYSOA/DRI-unique systems and organizations that will not be managed under the dual-hat structure.

Under the "constraints" section of the plan, a point regarding "intelligence systems" was made: "Mational Foreign Intelligence Program (NFIP) resources will continue to be worked under the purview of the Air Force NFIP Program Manager.*24



Tasking for AFIS

 HQ USAF IN vanuary 1985, as required by the PAD. The ACS/I concluded by stating, "Please keep us advised on the results of your discussions with AFCE. A staff assistance visit to AFIS will be conducted by AF/III when a draft inplamentation plan has been developed. The final plan should be forwarded to AF/II for approval before forwarding to AF/SI."

Work the Group

0n 12 October 1984, the AFIS PAD 84-1 working Group met. The six members requested by AFIS/XP included representatives from AFIS/IND, AFIS/XP, AFIS/XP, AFIS/XP, AFIS/XP, AFIS/XP, AFIS/XP, BECK of AFIS/XP chaired the group, Some of the issues the group add to address were the following:88

what specific functions within AFIS could be affected

Does AFIS possess sufficient uniqueness to pursue exception to the PAD?

Should the AFIS system fall under the dual hat concept?

If AFIS participates in the integration process, what organizations and functional actions should use? What should we call the function?

Initial Concepts

After two sessions, in which all command functions were reviewed for applicability to the scope of the program, the working group identified the following concepts:29

Concept A

 Reorganize the Directorate of Intelligence Jata hanagement (IAU) to provide increased responsibilities to AFIS: Information systems requirements. (Includes data automation, communications and ADP hardware security and office automation).

- 2. Redesignate the Director of Intelligence Data Management to Director of Information Systems (SI),
- 3. Transfer the AFIS/INS Management Division (INSC) to the Director of Information Systems.
 - 4. AFSAC remains unchanged as a DRU of AFIS.

MOTE: The AFIS/INS member could not concur with this concept because the INSC function is primarily

changed with establishing COMINT security programs at JSAP level and performing those tasks on an AP-wide scope. The concent would be contrary to DOD quidance.

Concept 8

Similar to A except the integration of INSC would not be effected.

Concept C

An expansion of concept 8 whereby the function of managing the security of ADP handware presently performed by IND would transfer to INS.

NOIs. MO would prefer that INO retain its present in unique designation under all concepts.

The working group, recommended that AFIS adopt either concept A or 0.30

AFCC-AFIS Meeting

The meeting between representatives of AFCL and AFIS occurred 12 December 1984. Representing AFIS were Mr. Beck, AFIS/AFX, t. Col. Fitch, AFIS/AFX, and Maj. Young, AFIS/AFX. There were 131 representatives from AFCC. Headed by t. Col. Burrows, AFCS. AFIS has been seen to the seeing began with t. Col. Burrows, AFCS. AFIS has seen to the seeing began with the Col. Burrows, AFCS. AFIS has designed as the seeing head of the seeing began with the AFIS has designed to the seeing head of the

Mr. Beck then presented the AFIS briefing to Lt. Coi. Burrows and the others from AFCC. The AFIS concept of operation presented on 12 December was slightly different from the Concepts A, B, and C developed by the AFIS working group. The 12 December concept was as follows:35

Reorganize 180 to provide increased responsibilities (data automation communications and office automation).

Rename INO from Intelligence Data Management to Intelligence Information Systems.

Transfer ADP software security presently performed in IND to the Directorate of Security and Communications Management (163).

AFSAC/INX will perform subordinate command level SI functions as additional responsibility. (No unique designation)

Retain administrative control of resources due to command uniqueness.

After Mr. Beck's briefing, the AFCC members had no questions. Lt. Col. Burrows, however, disagreed with the AFIS position of not "dual hatting" with AFCC. As expected, the AFIS position met resistance with its idea of "command uniqueness" as a justification for not "dual hatting". Lt. Col. Burrows also taken to the application of the AFIS and the AFIS an

According to Mr. Beck, "We concluded the meeting by agreeing that we disagreed and we would press on with the build of an AFIS Programming Plan implementing our concept of operation pending the outcome of our request for waiver," ²⁵

As of 26 December 1984, AFIS was waiting for a definite answer to the AF/INY letter to AFIS/SIP, dated 23 May 1984, concerning the waiver for AFIS, based on AFIS command uniqueness. In the meantime, AFIS was preparing an AFIS Programming Plan to implement its concerts for operation under PAD 84-19.

Review of SONs and SOCs

Throughout the year, the Programs Branch continued to serve as the primary function for consolidating RFIS reviews of Stemens the primary function for consolidating RFIS reviews of Stemens (Department Longerts (SDS), AFIS/RPP reviewed forty-rist SDNs, providing substantive comments to fourteen of them. Also, two SDSs were reviewed and commented on to the originating commands, 37

Other Programming Activity

Other significant activity the Programming Branch was involved with during the year concerned the following: the AF/SIIT draft PMD for Secure Telephone Systems Program; transfer of tillets in INLN, UL-4F, UL-4F, MD-4F, Consolidation augmentee (IMA) funding and programming, and the AFIS Dipective Plans?

PLANS

First AFIS WMP

The Plans Branch continued to update all required UPLANS. The primary effort of the year was the writing of the first ATIS was and Monitization Plan (MPP), which consolidated the first ATIS was not Monitization Plan (MPP), which consolidated the first ATIS was reported by ATIS resourced by ATIS resourced by ATIS resourced to the property of the pro

Exercise Plans

PRESSURE POINT 84

on 13 January, the final report was published for exercise PESSAME POINT 04 s elected procedural command post exercise sonsored by the Joint Chiefs of Staff (JCS, and Conditional Carlo Report of Staff (JCS, and AFSAC Offices of the Staff (JCS) and JCS (JCS) and JCS

RIDGE RUNNER 84

On 15 March 1984, the Plans Branch published the AFIS Exercise Plan for RIDGE KAMER 84 (AFIS EXPLAN 01-4). This plan provided guidance for LOU elements participating in the AFIS-sonsored exaston training exercise conducted 20 August - 6 September 1984. The exercise was to provide a concentrated training progree for selected members of all four LJ. Armed

services whose duties entailed teaching and/or briefing U.S. combat personnel on the subject of evasion or conducting basic, advanced or continuation evasion training 41

PALACE READY 84

On 12 June 1984, the AFIS Exercise Plan for PALACE READ was published. The plan provided guidance for AFIS elements participating in the Air Reserve Personnel Center's Exercise PALACE READ? A GUILT THE PROVIDED A GUIDT THE PROVIDED A GUIDT THE PROVIDED A GUILT THE PROVIDED A GUILT THE PROVIDED A GUIDT THE PROVIDED A GUILT THE PROVIDED A GUILT

POWDER RIVER 85

On 1 October 1985, the AFIS Exercise Plan for PONDER REVER 58 was published. The plan provided guidance for AFIS elements participating in the JCD-sponsored selected procedural command post exercise PONDER RIVER 58, which was to be played on a twenty-four-hour basis beginning 15 October 1984 through 26 October 1984.

Involvement of AFIS staff lements and subordinate headquarters in PUNUER RIVER 85 was designed to exercise and evaluate command procedures in response to determine the adequacy of existing commands in support of JCS, NO US-F, and US-F commanders worldwise.

Publication of Revised AFISR 55-1

On 15 August. Affic/UP published a revision of AFISM 553-1, (1), "AFIE Participation in AMADOM, Horfed and Specified Council, and DDD Exercises." This regulation prescribed the basic guidance and direction for AFIS headquarters staff agencies assured to the participating in DDD and UCS-directed, unified, specified and major command sponsored exercises for the purpose of wartise and contingency training and readiness. It also assigned specific responsibilities for monitoring, coordination, and unifying command cuttoms with one level AFIS active duty and to all AFIS activities. Aff 18 active tasks of the control of

Other Published Plans

AFIS Concept Plan - AFIS Support



Emergency Action Procedures

On 1 July 1984, the document for the Emergency Action Procedures (EAP, of the Air Force Intelligence Service (EAP-AFIS) was published. The document was a directive upon staff agencies, operational elements, and subordinate commands of AFIS, which, as a separate operating agency, was responsive to the headquarters, uSAF for emergency action purposes. Subordinate commands having overseas organizations were to ensure their compliance until the organization(s) transferred operational control to the unified or Air Force theater command. Specifically: the EAP-AFIS was published to prescribe AFIS policy and procedures *or: 1) identifying and implementing actions necessary to increase the AFIS readiness posture, 2) alerting key line and staff personnel to emergency mission requirements, and 3) establishing and activating the AFIS Alert Staff.46

Plans Reviewed

Throughout the year, AFIS/XP reviewed and commented upon plans prepared by other units. The following were some of the plans with noteworthy recommendations? ESAA OPLAN 4102, PSAA OP-Ah 5000/5001, PSAA Op-Ah 5027, Air Force Intelligence Plan (AFIP), HUMINY Appendix for USCENTAF OPLAN 1002.47

FIAT Concept and Capability

In June. AFIS/XP requested that AF/INE and AF/INT review a draft letter to be sent to commanders of all major, unified, and specified commands. The purpose of the letter was to inform commanders of an AFIS intelligence augmentation capability and the concept of its use. The letter stated the following:48

AFIS possesses a limited mini-fusion analytical intelligence team which could be used totally or partially during the early stages of a war or contingency. Its privary purpose would be to augment commands which on not possess organic intelligence commands which on not possess organic intelligence commanders with skilled intelligence can provide commanders with skilled intelligence and personnel for all-source analysis to meet increased intelligence needs in a contingency or limited war environment.

The functional intelligence augmentation team (FIAT) team consists of:

AFSC DESCR	AFSC	GRADE	DUANTIT
Intel application Off	∟08076	05	1
Cart/Geo Off	05734	04	1
Intel Targeting Off	08085	04	1
Air Ops Ex Off Gen	02275 Y	04	ĩ
Signals Intel off	08035	03	ī
image Intel Off	08044	03	ĩ
Air Intelligence Off	⊾08054	03	1
Intel Targeting off	08,26	0.3	ĩ
Imagery Interpr Tech	20670	E.7	1
Staff Sup Admin Tech	7027	£6	ī
		JATOT	10
		(8 Off/2)	

The letter announcing the availability of the FIATs was sent to fifteen units. The response from them, however, was not enthusiastic. In fact, most responses indicated that the FIATs would not be beneficial to the commands as they were proposed. By year's end, the FIAT plan was dormantly.

On 27 April 1964, XP s phase narrative report vas submitted on Fife Support Force Sizing, FOSIZE) and warting hangower Planning (MewicQ) Exercise. The MAMEQ/FOSIZE exercise indentified and documented the total vartum mangower force structure for in place and deployment requirements. From the exercise, the support force availability for the ker and Program Objective Memorandum (FDM) planning and mangower program intratives southests of the Ordinary of the defense of the Control of t

Requirements for IMAs and Retired/Separated Personnel

100K Requirements for AFIR IMAs

un 9 June 1984, AFIS/AP requested that major commands and special operating agencies review and reconfirm 100k recall authority requirements for Air Force Intelligence Reserve (AFIR)

individual mobilization augmentees (IMAs), who were centrally managed by AFIS.51

Sxill Usability Update

In March, XP responded to a request by XFXPP to review the adoque, or estimated sxill proficiency retention periods for review or separated personnel in the end of the same o

In April, the HQ AFIS Emergency Notification Plan was streamlined with regard to the personnel recall sequence. This occurred after a test of the Emergency Notification System on 20 March 1984 Failed. Of 564 persons assigned to HQ AFIS (Pentagon, Bolling AFB, and Fort Belour) only 43 percent (234) were notified. 59

hotification System," was published. Its purpose was to clarify responsibilities for establishing, monitoring, and implementing the AFIS notification system, 54

LOGISTICS

The Logistics Branch was formed in April when the AFIS Special Staff Logistics Unision was absorbed into the Plans and Programs Division. The branch's major accomplishments during the year were its involvement in Project NOVE at Bolling and the Pentagon, the facilities upgrade at Fort Belvoir, and the reaccomplishment of support agreements, 55

Project MOVE

Project MOVE involved several organizations in the Pentagon and at Solling AFS. The AFTS vice commander freezeed the move in February 1964. It involved AF/IMEG, AFTS/IMS, AFTS/IMS, AFTS/IMS, Ime major part of the work involved rehabilitating the second floor of Building 520 [IMC's old facilities] for IMS to occupy and part of the first floor of \$50 for the IMD personnel them in Building 5681. The projected order of events was as follows:56

1. INC move from 2nd floor Bldg 520 to 2nd floor Bldg 1334, Bolling AFB (Accomplished) 520 2. Rehabilitation of 1st and 2nd floors of 3ldg
520 3. 1MS (less wFSSU), move from Pentagon to 2nd
floor 8 lag 520
to Pontson

5. IND move from 2nd floor Bldg 5681 to 1st floor

81dg 520

6. INT expand into new area 1st floor 81dg 5681

The projected date for NOvê to be completed was in mid-1985.

Facilities Improvements

At the AFIS headquarters, Fort Belvoir, Virginia, facilities improvements included.

Installation of central air-conditioning in Buildings 1923, 1924, 1928, 1929, and 1930

Installation of new heating systems in Building 1925 and 1926

Installation of electric meters on all compound buildings Installation of carpeting in Buildings 1919, 1920, 1923, 1924, and 1925

Acquired a new building on Ft. Belyon for AFSAC Bet 23

Support Agreements

The Logistics branch during the year did the following concerning support agreements:58

Completed review of interservice support agreement between Ft. Belyotr and Hg AFIS59

Reaccomplished Host Tenant Support Agreement between 76 ALD, Andrews AFB, and mg AFIS for support of AFIS elements at Bollina $\rm AFB0^{\rm D}$

Reaccomplished most Tenant Support Agreement between 2851 Abo, Kelly AFB, and AFIS/O.-N61

Started negotiation for an interservice support agreement between USM Communication Command and AFIS for communication

support Terminated memorandum of agreement between Hq AFIS and Hg $\pm SCD2$

INSTALLATION OF WANG SYSTEM

Changes in office administration services occurred with the installation of a new MANG Alliance office information processing system in the XP division, which was also shared by AFIS/MOX/ALIB. Mr. Beets and Mrs. Bourass played a major part in the design and procurement but the process of the processing and procurement and the processing process of the processing and procurement and the processing and procurement and the processing and pr

MANPOWER AND ORGANIZATION DIVISION AFIS SPECIAL STAFF

MISSION

The Manpower and Organization Division (MO) managed command authorizations (active and reserve), controlled organizational structure, conducted manpower surveys, and determined manpower requirements. 64

ORGANIZATION

The 40 division consisted of two branches; 0. Organization and Requirements and 2) Mesources and Productivity. Vn 31 December 1984, however, the branches were dissolved, and all althorizations were consolidated at division level. After a authorization were consolidated at division level. After a concluded that 40 co.11 function, more effectivel, and efficiently so an authorized organization, 65

PERSONNEL

Ney Personnel

t. Col. John S. Follmod continued as thief of the division, having neld the position since is August 1981. Sh5gt hilliam £. Emenager was comed of the verganization and Requirements Branch. M5gt Amroid Lees was their of the Resources and Productivity Branch. S5gt winston C. M.rphy, chief of Administration, transferred to the 2033rd Communications Squadron at Fort Beloir, virgina, on 1 December. S5gt Marvin Pease and S5ct milliam, willer Jr. 430s where More personnel, 66

Manning Strength

The manning strength of the division was as follows:67

	AUTHOR1ZED	ASSIGNED	PERCENT
OFF ICE*	1	1	100%
ENLISTED	5	5	100%
CIVILIMA TUTAL	õ	0	
IGIA.		6	100%

FUNCTIONAL ACTIVITIES

Requiation Published

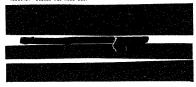
In accordance with the MU mission, the division published a revised AFISR 23-1 (u), "Organization and Functions Afr Force Intelligence Service (AFIS)," IS February 1984. This regulation was the official summary statement (chartbook) for the AFIS organization and functions, 56

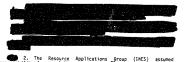
Authorizations and Allocation Actions

Extensive resource management actions enabled the division to accommodate AFIS's growing manpower requirements. Two primary means of meeting those requirements were to allocate newly approved resources and redistribute existing resources.

The Air Force Special Activities Center (AFSAC, was allocated nine officers, six enlisted, and six civilians for 1984, and thriteen officers, eight enlisted, and one civilian for 1985. The Directorate of Intelligence Lats Management received ten new enlisted positions through the 1984 Air Force General Gefense Intelligence Propray (GUPP).

Also, resources were allocated to establish "O-8" at the Pentagon. The purpose was to falfill the Ari Force's assigned role as the BCL executive agent and to directly influence IDEX II development. AF71h. submitted a softcopy management programintative in the Flos GLPP which was subsequently approved and funded with "the officer authorizations in PE 1305, effective 1 location, however, was unclearly defined, and the "operating location, however, was unclearly defined, and the "operating location, the was people," the people of t





responsibility for the following functions:72

- a. Manpower, military and civilian personnel, and civilian performance appraisals
- SCI billet management Military and civilian training
- đ
 - TDY fund management
- Custody of Morale, welfare, and secreation MAR funds f. Contract research
- - Intelligence Reserve Forces assigned to INE AF/Ik monitor for Rand Intelligence research programs under Project Air Force
- Int representation to the AF/IN Priorities Review Group (PRG, for purposes of deliberation on the General Defense Intelligence Program GDIP

Representation Actions

Several functional managers adapted to shifting and mission responsibilities and taskings reorganization. Approval and implementation of reorganizations were to provide functional managers the capability of achieving oreater managerial flexibility, maximum utilization of resources. and more efficient and effective mission accomplishment.

Specifically, INOZ created a new branch entitled Executive Intelligence (INOZE). Two officers and one enlisted person were pulled from in house resources to create this new branch. Also, the Visual Display Branch (1802D) was reorganized, forming the Audiovisual Presentations Division (1804),73

The AFIS Locistics Division (LG) was disbanded during April 1984 as a result of a Management Advisory Study (MAS,. Logistics support was incorporated into AFIS/XP, and the new division became the Plans, Programs, and Logistics Division. Two authorizations previously used for vIP support were transferred to AF15/DA (70230m AlL, and AF15/CVL (70250 Sgt, .74

OL-F was inactivated effective 1 October 1984. The functions and billets associated with $G_{\rm L}$ -F were transferred to the Tactical Air Warfare Center (TAWL).79

AF/IAEGL was disestablished effective 1 December 1984.
All billets and personnel were realigned under a new function within AFIS called the Long Range Estimates Division (AFIS/IAGL),76

Another significant reorganization action took place during May 1984 with the creation of AFIS/INOH at Ft. Belvoir. The following data illustrates changes which became effective FY 85-1:77

 PAS
 OSC
 FAC
 POSITION NR
 GRADE
 AFSC
 PEC
 ACTION

 F%-4
 1M0°
 352550
 0005111
 MAJ
 L8075
 31305A
 +1

 F%-4
 1M0°
 352550
 0005112
 MS6
 20170
 31305A
 +1

As a direct result of the ACS/I's organization study group, meaded by Maj, 6en, John Patton, ΔSR (Retried), a recommendation to establish a new "Assistant for Security and Communications Management" element within R^2/R was approved. This new office $\{M^2/R^3\}$ consisted of two bilets (one 0-6 and one death, other control of RESIANS). R^2/R to serve as the director and death, director of RESIANS.

A Management leadquarters drawdown levized upon AFIM required considerable coordination on the part of KEIS/MO/79 Trying to equitably distribute the reductions and realignments and still meet the commitment of the leve authorizations became a major undertaining. Several alternatives were identified before a final still meet the commitment of the following actions were considered to active the could be of the following actions were considered to active the could be of the following actions were considered to

a. Realign the Long Range Estimates function from AF/Into to AFIS/IND. This was to reduce AF/In strength by seven positions. This action was accomplished.

b. Realign the Command Support Branch (AF/HFXS) to the AFCOS. Inis was to reduce AF/Ib strength by five positions. The new AFCOS subdivision would report to AF/HFXS and be under day-to-day operational control of the In USFA Directorate, intelligence Plans and Systems (Imp USFA/HFX). The Director, IAT, would be deal-natted as denuty director, intelligence Command Support. This action was not accomplished.

After a great deal of effort, a decision was made to stay with the existing ceiling of 160. AF/IN's headroom was reinstated after the anticipated FY65 management headquarters reduction failed to materialize. Because AFIS/INOL was already established, it was not disestablished. Instead, seven other nostrons within AFIS were transferred back to AFIS.

Manpower Studies

AFIS/W0 obtained an exemption from the institutionalized AFI Force Manopoer Standard Development Program in 1983. MO, however, continued to conduct manpower Studies directed toward establishing a credible baseline of functional requirements. The Administrative Division (DA) Manpower Study Final Report was with additive workload and combined those hours with manpower earned through Air Force Manpower Standards (AFMS) to determine total AFIS/MO anapower requirements. Due to austern ampower resource availability, the one additional authorization gained by application of this standard was carried as a deferred requirement. The standard also was used as a FOM justification, and the standard was carried as a deferred requirement. The standard also was used as a FOM justification, Reserve forces (EE, A study memoradous was signed on 3 August 1984, and ground-work was laid for a formal measurement to be conducted during C1998. 61

Installation of WARG Equipment

The installation of an on-site WANG printer in mid-January 1984 provided more management freedom for AFIS/MO. The capability to produce hard copy documents on-site ended AFIS dependence on the more produced that the state of the state of the print of 1984, and allowed for direct interface with AFIS/AC and AFIS/AC, when was previously accomplished through manual transactions. Manual accounting of authorizations was expected to be elimigated in the meet phase of AFIS accomated data processing

END OF MO SECTION

COMPTROLLER DIVISION AFIS SPECIAL STAFF

WISSIM

The Comptroller Division (AFIS/AC) provided budgetary and fiscal management advisory and analytic services to the command, staff, and directorates on policies and procedures that pertained to resource management. It also established information and financial control systems to assure efficient and timely management of command resources. 83

ORGANIZATION AND PERSONNEL

Organization

The division continued to consist of two branches: 1, Budget and 2) Accounting and Finance. There were also a oneman Management Analysis unit and a one-man Administration unit

Key Personnel

t. Col. Lloyd S. Garner, the AFIS comptroller, departed AFIS in April 1984 for assignment to Korea. First Lt. Terrance M. Frost, budget officer, performed as acting comptroller until July 1984, when Lt. Col. Thomas E. Burnett arrived from horton AFB, California, to assume the AFIS comptroller position.

The head of the Budget Branch was 1st it. Frost, who was separated from active duty in October 1984. SMOSt Michael E. Hansen accepted management dutres previously performed by it. Frost. The new budget offerer was expected to arrive in January 1985. The head of the Accounting and Finance Branch continued to be KNSgt Charles E. Sovine.

ISgt LaCoss was the individual in the Management Analysis unit uniti march when he was transferred to Alaska. His replacement was TSgt Bradley who received a humanitarian reassignment in November. SSgt Charles P. Steeno headed the Administration Unit.

Manning Strength

The manning strength of the division as of August 1984 was as follows:

	AUTHOR 1ZED	ASSIGNED	PERCENT
OFFICERS	2	2	100%
ENLISTED	5	š	100%
CIVILIANS	1	i	100%
TOTAL	Ř.	ã	100%

BUDGET

Budget Activity

Throughout the year, the major work-load surges of the Budget Branch were as follows:

Financial Plan April-May
Operating Budget
General Defense Intelligence
Program (GDIP)/Program Objective
Memorandum (POW November-January

Throughout the year, the branch worked on: 1) distribution of funds to twenty-one Operating Budget Account Numbers (OBANS), and 2) execution of the budget.

Highlights

On 8 May 1984, the Financial Working Group met to review and coordinate the FY85 Financial Plan. The final FY85 Financial Plan authorision was forwarded to the AFIS commander, Brig. Gen. Martin, on 10 May 1984, for his approval and signature. The approved plan was then submitted to MB USAFACES on 18 May 1984, 55

On 29 August, the FWG reviewed the FY84 closeout, the status of FY84 QAM funds, and the investment equipment purchases from the FY84 programs.

CY1984 ended with the submission of the FY87 Operating Budget (08) to the Air Force on 18 December 1984,87

Financial Working Group

Some of the significant activity of the Financial working Group (FWG) concerned the following:

As of January 1984, the Major Force Program (MFP)-3 civilian pay obligations in the FY84 OWM were lagging. As a result AFIS/AC transferred \$250,000 into AFIS/INON and AFSAC. This action was approved by the FWG members on 26 January for the following:80

- 1. AFIS/IMOA required additional funds to procure furniture, support the CC&D contract, and upgrade light tables (\$123.000).
- 2. AFSAC required additional funds to support directed TDY requirements and equipment purchases.
- Also in January, a review of the MFP-9 status indicated a very small undistributed balance from FF98 OMF funds. This was caused by the unprogrammed requirements for an AFIS film, an intelligence Symposium, and a printing contract for the MFP-9, resource advisors were asked to closely review their program and identity any program deviations.
- In March, in the FY84 3080 Investment Equipment program, AFIS had spent \$136,000 except for \$11,000 that was being held for price adjustments. In addition, \$187,000 of the \$200,000 obligation authority was spent. The balance was to be available for other requirements once the contracts were finalized, 91.
- In May, a comparison of the FYB4 funding with projected FYB5 funding showed that the USAF budget provided AFIS with a FYB5 budget by Major Force Programs 2, 3, 8A, and 9. The Arr Force buggs for WFP-2 and MFP-3 were sufficient to fund approved programs. The Air Force buggs for WFP-8A and MFP-9 were less than current FYB4 funding and dat not adequately fund the baseline with the major of the MFP-8 and 9 and reduced Consultant Studies and Analyses, by 10 percent. The latter reduction affected the AISSF programs.
- In June, the MFP-3 submission on the AFIS FY85 Financial Plan was approved. MFP-86 and 9 programs were to be reduced in FY85 because of a 10 percent reduction in TDY funds and the withholding of man years in Civilian Pay, 93
- In August, travel for MP-2, SA, and 9 was the focus of tention. Each organization/program was reviewed to establish meeds and excess states that contains a realized with the respective MP3. Members to the PFG were informed that travel orders should be prepared so they could be obligated on the accounting records by 1 September 1984. SNGs Sovine stated that AFIS/AFF would be unable to provide travel costs in the future as done in the past, because the new Airline Guides did not show travel costs. The costs would have to be obtained from the local TNO or SATO-95.
- At the meeting of the Financial working group on 24 October, there was a brief overview of the FY84 Financial Programs as of 30 September 1984. The AFIS obligation rate improved when

compared against FY84. Some programs, however, did not fully execute according to plans. Some studies and analyses and ICF planned expenditures were not finalized in time for end of year obligation.

The review of FYSS requirements showed that AFIS/IND was to manage MFP-2 funding for tactical INDS. Because of forworable funding in MFP-3, all initial unfounded items submitted by resource advisors in their F7BE PFS could be satisfied. Although AFIS had appropriamed requirements which exceeded, AFIS/IND had several unprogramed requirements which exceeded, AFIS/IND had several those were to be identified to HO USAF on AFIS/IND had several concept. In MFP-8A, both AFIS/INC and AFIS/IND had become requirements, and resource advisors from those directorates revailed to the AFIS/INC and AFIS/IND had unfunded requirements, and resource advisors from those directorates revailed to the AFIS/INC and AFIS/IND had been applied to the AFIS/IND had been applied

ACCOUNTING AND FINANCE

A&F Activity

The Accounting and Finance Branch provided detailed accounting follow-up for over 150 contracts for AFIS and AF/IN; sent 'unding messages, letters, and AF forms 616s to 65As, other major commands and special operating agencies; was a key player in the first level of review and the Higgeric contingency fund (107); was a senser of the inspector operating agencies.

Highlights

During January 1984, the Accounting and Finance Branch sent most of its time reviewing accounting procedures and evaluating new programs to assure the best results. The branch side began to prepare for its annual visit from the Air Force accounts and did not complete its work until December 1984. The findings were basically administrative in nature, but required many man hours to review and correct. The findings prompted a TU to the headquarters of the Air Force Audit Agency to discuss the by the auditors. During July 1985 to by the auditors. During July 1985 to every procedure of the many care for the control of the control of

trying to get official release of a new ICF regulation as adopted by the ICF Conference in October 1983. During December, time was spent on the ICF account to prepare for the next audit in 1985.98

The months of July, August, and September were busy ones for RFISAR staff as they prepared for the fiscal year Colseout and setting up for the new fiscal year. Contracts, military interdepartmental purchase requests, AF Forms GIG, and other miscel laneous documents were reviewed for accuracy. October was not provided to the property of the provided the provided to the provided th

In November and December, the staff prepared routine accounting documents and set up new files for the DALASP and Exceptional Analyses programs, 100

COST AND MANAGEMENT ANALYSIS

Throughout the year the staff in the Cost and Management (ACA) were primarily involved in the following areas: the AFIS commanders' Fact Book, AFI/M TDV, AFIS Support Staff resource advisors of uttes, case studies, economic and cost analyses, the Economies and Efficiencies Program, and the Internal Control and Mervew Program. Beginning in January the AFIS commander's Fact Book was updated quarterly. For the most part, DPK inputs were timely and the destreed information provided. OPRs, as requested, by AEM, also began providing narrative comments explaining trends, 100.

By March 159t Bradley had completed an Intelligence Reserve information System (IriS) study and sent it around for coordination. The study compared the cost, the advantages, and the disadvantages of time-sharing to those of two mintemputers. The study concluded that by replacing time-sharing with mintemputers, the result would be an annual savings of between 336,000 and 564,000, and enhancement of the systems operational services. This is twas recommended that AFIS/RR obtain two mintempoters. Finally, the recommendation was approved and put into effect. In June AGN was successful in Indentifying, that of the Iris of Iris o

ADMINISTRATIVE DIVISION AFIS SPECIAL STAFF

MISSION

The Administrative Division (AFIS/DA) was charged with providing efficient and economic administration management systems, services, resources, and procedures which were essential to the operation and management of Air Force intelligence activities.103

ORGANIZATION.

Throughout 1984, the Administrative Division continued to consist of four branches: 1) Administrative Doministrative Communications (DAA), 2) Documentation Management (DAT), 3) Publication throughout (DAT), 1) Publication described a freedom of Information Act Officer, the DAT of the existed a freedom of Information Act Officer, the DAT of the Communication of the Communication Act Officer, the DAT of the Communication of the

PERSONNEL

Key Personnel

In Agast 1864, CMS;1 Ropert R, O'Toole, who had functioned as the chef of Administration, retired from the Air force. His position was converted to a major's slot, and filled by Aq.; Carol N, Yare, who had reported in during June against that flot. As of October, the brench one's wern a follows. Day that that flot, and force and the control of the c

hanning Strength

As of 31 December 1984, the manning strength of the division was as follows: 106

	AUTHOR1ZED	ASSIGNED	PERCENT
OFF ICER	1	1	100%
ENLISTED	9	9	100%
CIVILIAN	4	2	50%
TOTAL	14	12	86%

ADMINISTRATIVE COMMUNICATIONS

becember, Day spent \$394.82 for JPS. 108

During 1984, AFIS/DAA issued the following publications:107

DA DI 182-2. Express Mail Procedures. 4 Jan 84

AFISR 100-2, Management of AFIS Telephone Services, 16 Jan 84 DA OI 100-1. Message Traffic Handling Procedures, 15 Feb 84

AFIS Sup 1/AFR 10-7, Administrative Orders, 27 Feb 84

AFIS VA 10-1, Categorical Address List, Jun 84 AFIS Sup 1/AFR 10-6, AF Standard Functional Address System, 12 Oct 84

DAA spent \$33,708.90 for metered mail compared to \$35,481.11 m 1983. This savings of \$2,272.21 was directly related to the installation of whited Parcel Service (UPS) and the use of consolidated mail services. On 27 June ATS/DAA established use of the United Parcel Service. By 15 November, this service was fully operational. From 15 November through 31

on 17 June, DAA started the first consolidated mail service to thirteen bases/APOs. By the end of 1964, it had expanded to thirty-one bases/APOs. On 1 July, DAA implemented the gine-dioit ZIP + Funy established by no USEA 109

During 1984, DAA processed forty-eight telephone work order requests, 0n 33 January, it processed requests for services from ATIS/MUPA to move telephones from Buildings 1917 and 1926 to Building 1920, 0n 20 April, it received approval to install four class A-1 phone lines for AFSAC SCI facility above the AFIS maximum allowable amount. AFIS/Mir neceled approval to purchase six call directors and cable at accest of \$1,628. During 1984, installation of underground cable was completed.100

DOCUMENTATION MANAGEMENT

DM Function

In 1984, with regard to the documentation management (DM) function, HQ USAF aliminated the requirement to maintain statistics on documentation holdings and stoppation. As of January 1984, however, there were 1,023 5/12 cubic feet of documentation on hand within AFIS and 1,455 5/12 cubic feet within AFIS and 1,455 5/12 cubic feet within AFIS and 1,455 5/12 cubic feet within

within AFIS, as of 31 December, there were forty-two offices of record. Lue to personnel shortages, no staff assistance visits were made to these offices. However, twenty-one

newly submitted file plans were reviewed, brought into compliance with Air Force regulations, and approved for implementation.

On 22 August, AFIS Supplement 1 to AFR 12-50, Disposition of Air Force Documentation, was issued. 111

Privacy Act Function

As of 31 December 1984, AFIS managed 18 separate systems of record affected by the Privacy Act. Counting multiple occurrences of these systems, AFIS maintained a total of 129 systems. The reduction in systems from 1983 was a result of system engrees by NG USAF, 112

The following statistics on the activity of the AFIS systems were reported to MQ LSAF under RCS DD-A(A&AR)1379:

Access Requests Received. 29 Amendment Requests Received 0

AFISR 12-2, Automated Personnel Management System, was issued on 14 hovember 1984. This regulation authorized the automation of certain Privacy Act records maintained by nQ JSAF/IN and AFIS, 113

Freedom of Information Act (FOIA, Function

AFIS Supplement 1 to AFR 12-30, Air Force Freedom of Information Act Program, was issued on 24 January 1984, 114

In 1994, AFIS received sixty-three requests for information under the FOIA. As of 31 ucenther, action was completed on sixty-one of these requests. On completed on sixty-one of these requests. On complete action on an additional two requests which were received in 1983. Statistics for the sixty-three requests are compiled below. AFISAM received eight appeals to degitions to deeps action of the statistic for the sixty-three requests are compiled below. AFISAM received eight appeals to degitions to deep scale received in November 1983. These statistics were reported transmally ander CSO-De-ARTEAN,1385 to NO 1985, 1135

FOIA ACTIONS (1984)

Completed requests: 63
Full or part denials issued: 30
Full releases issued: 12
Cases partly or wholly referred outside AFIS: 24
Cases converted to Privacy Act requests: 1
Cases in which no record could be located: 8
Fases relument for inademate description. 2

Cases returned for procedure violation: 3 Cases withdrawn by the requester: 1

FOIA APPEALS ACTIONS

Appeals received (1984): 8
Appeals completed: 9
Access appeals upheld by the Secretary: 5
Fee waiver appeals upheld by the Secretary: 1
Access denials wholly reversed by AffS: 1
Access denials partly reversed by the Secretary: 1
Access denials partly reversed by the Secretary: 1

PUBLICATIONS MANAGEMENT

During 1984, AFIS/DAP published two Air Force regulations:

1. AFA 0-15 (F0J0,, "Defense Intelligence Agency, DIA) and Specialized USAF Intelligence Publications," 1 November 84. This was an index of DIA publications directed upon or of interest to the Air Force, 116

2. AFR 5-3 (U), "Standard Intelligence Publications System," 17 August 84. This established the standard intelligence publications system and administrative policy and procedures, and it implemented DOD Directive 5025.10, 3 Febr.ary 72,117

During March 1984, a special review of the Air Force 200-series publications was performed at the request of MQ JSAF/DAP. This review was done to provide the current status of the publications which MQ JSAF/IR and AFI Were responsible for During October 1504, one AFIS periodyzal was reviewed by the publication of AFISSP 200-3, "INS-[6HI," was discontinued. The last issue was dated Avenuer 1982, "MS-[6HI," was discontinued. The last issue was dated Avenuer 1982, "

The Bolling Air Force Base Publications Distribution Office (PDO) became the Air Force-wide prototype for PDO automation. The automation of the AFIS Command Publications Distribution Center (CPDC) was expected to take place in June 1985. Two 2-100 computers were ordered from the Zenth Corporation by AFIS/HDN. ORSY Wallace and SSQ Covington visited the Bolling PDO in September to receive a briefing from the MCOIC of PDO.119

Two pieces of equipment were ordered for the Reprogramities Section (Bostitch Model Bronco 7 and Multigraphics Paper Cutter, Model 2020). These acquisitions were expected to save time because reprogramities personnel could perform cutting and brinding work in-house. Before, the work bat to be taken to Belvoir.

Under RCS hAF-DAP(SA&AR)8103, the Reprographics Section reported the following statistics to HQ USAF:

Jobs received: 932 Originals received: 8,329 Total units produced: 590,207 Total sheets collated: 225,398 Cost: \$28,000

under the Copier Management Program, 6,047,427 copies were reproduced at a cost of \$158,071. These statistics were reported to MQ USAF/DAPR under RCS/HAF-DAP(A&Q)8104.

During 1984, the Publications Management Branch processed twenty-two AFIS regulations, three AFIS pamphlets, nor AFIS supplements, and ten AFIh operating instructions. There was one change issued to an existing regulation. Also, there were eight AFIs visual Aids published of which three were new.

During 1984, the Forms Management Section processed six AFIS command forms and fourteen AFIS office forms.

SYSTEMS MANAGEMENT

ARR 4-3, Cffice Information Systems Hanagement Program, July 1982, was superseded by ARR 700-5, information Systems Requirement Board, 9 November 1984, 4FR 4-3 had required all MAGDM/SAR commanders to set up an Office Information Systems hanagement Ieam. Why was responsible for setting up this team of the Chorever, the new ARR 700-5 placed this responsibility on the

A total of 110 keyboards were on hand command-wide. Of these, 95 were owned and time remainder were rented. This was taken from the #15/4C [on imment Rental/Maintenance Listing dated in the #15/4C [on imment Rental/Maintenance Listing dated instead of the #15/4GMY command inventory listing, because, in most cases, the #AC listing was more current than the DAY in, entory. During the year, DAY performed sixteen word processing feasibility studies on #3/5 and #5/54G total time.

ISPM PUBLICATION

As the Information Security Program Manager ,ISPM, for AFIS activities at Fort Belvoir, AFIS/DA issued an ISPM operating instruction to clarify procedures for confirming an individual's security clearance, 120

VEHICLE CONTROL RESPONSIBILITIES

In March 1984, the vehicle operations program formerly managed by AFIS/vGT was turned over to AFIS/vA for management. The responsibilities included.121

- A. Schedulino venicles within AFIS
- Insuring proper maintenance was accomplished in a timely manner to assure the quality of the vehicle fleet
- C. Goordinating with Sehicle Operations Branch at Andrews AFB on all actions pertaining to the fleet of vehicles
 - D. Attending meetings called by the Vehicle Operations
 - Officer at Andrews E. Certifing expenditures for fuels
 - F. Investigating vehicle mishaps
 - Managing the PO₃ parking permits for parking at the Pentagon

PUBLIC AFFAIRS OFFICE AFIS SPECIAL STAFF

NOTEZIN

The Public Affairs Office (AFIS/PA) was responsible to the commander for operating the AFIS public affairs program. This included planning for and managing the internal information, community relations, media relations, and security review programs for AFIS,122

ORGANIZATION AND PERSONNEL

The AF1S/P# office consisted of one person, TSgt Barry L. Bahler, who was chief of the office since 12 February 1982.

FUNCTIONAL ACTIVITIES

The Intelligencer

Ouring the year, TSqt Banier continued to publish The Intelligencer, a funded Class II Air Force newspaper, published monthly for personnel of the Air Force Intelligence Service. The 1984 editions were the following: 223

f	AGES
February Directorate of Security &	12
Communications Management (INS)	
March Air Force Special Activities Center (AFSAC,	8
April Directorate of Joint Services Support (ING)	12
May Air Force Spouses	4
July AFIS Picnic 1984	12
September Comptroller Division (AC)	16
October Directorate of Intelligence Reserve Forces (RE)	8
December Directorate of Estimates (INE)	.2

Because the ACS/I. Hal. Gen. Ffautz, thought that the May 265 July issues of <u>The Intelligencer</u> were lacking in substance, the AFIS/PA received some assistance from MSgt Nicholas E. Frasher of the AFIS vice commander; office in scheduling directorates and special offices to contribute feature articles and regular <u>The AFIS vice Commander</u> the December issue was the

The total fiscal year 1984 costs for <u>The Intelligencer</u> was \$21,163. The total number of copies was 8,400, resulting in a cost of \$2.52 per copy,125

News Releases and Quertes

In 1984, the PA office issued thirty-five hometown news releases, up 15 percent from 1983, and twenty-four news releases, up 20 percent from 1983. There were four media queries handled and five responses to letters from the public 125

Photographic Support

For the first six months of the year, TSgt Bahler continued to provide photographic support for AF/IN and AFIS activities. These included photographs for the Intelligencer, awards ceremonies, and retirements. TSgt Bahler averaged two duty days per week with photographic chores, 127

On 21 August, MSgt Frasher issued a letter to AF/IN, AFIS, and AFSAG activities which provided points of contact, other than the AFIS/PA, for photographic support at the Pentagon, Bolling AFB, and Fort Belvoir. 128

Training Activities

TSgt Bahler was TDY from 8 January to 26 February 1984 to attend the Defense Information Public Affairs Supervisors Course, and from 19 August to 15 October, to attend a graduate course in communications at the University of Oklahoma. 129

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CHAPTER VII

AFIS OPERATING LOCATIONS

A" - KIRTLAND AFB, NEH MEXICO N - KELLY AFB, TEXAS ET - FORT DETRICK, MARYLAND F - EGLIN AFB, FLORIDA* \ S - SJITLANJ, MARYLAND** M - ALEXANDRÍA, VIRGÍNIA**

*Disestablished 1 October 1984 **See AF/IN1 CY1984 Historical Data Record - AF/IN/ new propositions.

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AFIS OPERATING LOCATION AF AIR FORCE OPERATIONAL TEST CENTER KIRTLAND AIR FORCE BASE, NEW MEXICO

MISSION

The primary mission of AFIS Operating Location AF was to provide the Air Force Operational Test Center (AFOTEC) with intelligence personnel augmentation for dedicated all-source intelligence management and mariytical support. The AFOTEC was a mariytical support. The AFOTEC was a Mexico, and was the Air Force's independent test apency responsible for testing and evaluating, under operationally realistic conditions, new systems being developed for Air Force and malitary creuks. The commander of AfOTEC reported directly

Subordinate functions of AFIS/OL-AF were the following:2

Served as liaison between AFOTEC and other intelligence organizations to ensure all-source intelligence support to the AFOTEC mission.

Assisted in the review of threat assessments/scenarios for adequacy, completeness and applicability

Assisted in the review of Threat Environment Descriptions (TEDs) for currency and completeness Identified needs and recommend intelligence support

for AFOIEC Assisted AFUTEC in maintaining a collateral intelligence library by identifying appropriate intelligence publications

ORGANIZATION AND MANPOWER

The OL-AF was a small unit, consisting of three authorized and assigned officers. Lt. Col. Donald N. Walker was the chief, a position he held since 31 March 1981. Also on the staff were Maj. Richard A. Puseman and Capt. Wolfgang Kuhn.

ACTIVITIES

Snace Intelligence Conference

on 12-14 June 1984, AFIS OL-AF hosted the fourth semiannual Space Intelligence Conference. Attendees represented the intelligence community, the Defense Intelligence Agency, the chief of haval Operations, and various Air Force commands. The attendees presented briefings for two days and received briefings from AFOTEC, the Air Force Weapons Laboratory, and the Air Force Space Technology Center on various space systems acquistion efforts and required intelligence support. The conference was an opportunity to present the AFOTEC mission and requirements to space intelligence analysts.4

Systems Command DI Conference

On 30-31 October, it, Col, Malker and Major Puseman attended the 1984 Systems Command DI Conference, Wright-Fatterson AFB, Ohio. Several topics of concern to AFIS/OL-AF were discussed, including the AFIS/OL-AF Were Document proposal. For the latter, however, there were no volunteers to maintain or update the status of FASS/TISO on a continuing basis. Sy the end of December, Space Division and AFSC/INA sent comments. At the end of the vear this project was still pending.

The two 01-AF representatives at the DI Conference also established several points of contact with personnel at the foreign Technology Division for ongoing AFOTCC projects. They reported that the conference was an excellent forum for working threat issues and relaying AFUTCC's requirements to the rest of the intelligence community. D

Special Briefing - Intelligence and Acquisition Process

On 31 May, Col. Peter McFarlane, AF/IRGS visited AFIS/OL-AF and briefed the AFOTEC commander and staff on the role of intelligence in the acquisition process. The commander strongly endorsed the briefing's theme and urged his staff to assist in ensuring that well-distribute the briefing was seneficial in helping the perform their intelligence mission successfully.

Briefings for AFOTEC Commanders

Monthly Intelligence Briefing

At the request of Major General Phillips, the commander of AFOIEC, AFSION-AF was to present monthly current intelligence briefings to AFOIEC, personnel. Captain Kuhn presented the first briefing or 24 August 1934. Griefings were scheduled for the last week of each month through the end of the year. The general personnel of the pear in the general personnel of the pear in the general pearson of a real and uninterrunted basis. 90 and real and uninterrunted basis.90 and pearson accounting on a real and uninterrunted basis.90 and pearson accounting on a real and uninterrunted basis.90 and pearson accounting on a real and any uninterrunted basis.90 and pearson accounting the pearson account the pearson accounting the pearson accounting the pearson accou

Laser Threat Briefing

In November, Capt. David Miller, AF/INET, presented a Soviet Battlefield Laser Threat briefing to the AFJTEC commander and staff. The briefing was in response to AFOTEC concerns on the laser threat to new weapons systems undergoing development or testing.9

PROJECTS

Throughout the year, AFIS/OL-F worked on or assisted with a variety of research projects, some continuing from 1983, some being completed in 1984, and some continuing on to 1985. The following are some of the significant projects.

Threat Matrix for GWEN

In January 1984, OL-AF assisted with the preparation of a threat matrix for use in Ground Wave Emergency Network (GWEN) operational test and evaluation planning. The matrix was submitted to AF/III and approved for the Operational Test Center's use for planning purposes. 10

Man in Space Briefing

Also in January, OL-AF arranged for personnel from the Aerospace Medical Division to present a "Man in Space" briefing to over one hundred members of the AFJTEC staff. Because the AFJTEC commander and vice commander were TDY during the briefing, OL-AF staff presented and presented a back brief for them.

IADS Study

AFUTEU'S RPO office requested assistance from AFIS/OL-AF was asked to determine the amount of available inforestion on a specific threat system for a division silve of a condition aspectfic threat system for a division silve of a condition as specific threat system for a division silve of a condition and aspectfic threat system for a division silve of a condition and aspectfic threat system for a division silve of a condition and aspectfic threat system for a specific system of the syste

MCE Subtask Support

In June, the BOM Corporation contracted to adapt and test a digital model for initial operational test and evaluation of Modular Control Equipment (MCE) in a control and reporting In July, OL-AF representatives held several meetings and discussions with APTGE test managers and BMY representatives to discuss threat requirements and to update BMM on current documents at BMM to review the scenario. OL-AF was concerned with some of the assumptions and by BDM and the use of "generic threat systems. Captain ALM scheduled another meeting with BDM to document 60-AF concerns. The letter also was sent to AFGIEC/MAY and TEC. As of September, O-AF thought that AFGIEC was to reconsider the desirability of or at least the method of model him required, AFGIEC still desired a realistic scenario. O-AFGIEC/MAY objections were taken into account, a new and more acceptable scenario was abounted, and the project was closed in Newberth.

MSG Support

In J.19, AFOIE/ORSD requested answers to Monite Ground System (MGS, Interd questions. Affilm was steed to update threat astimates against deployed mobile ground terminals in light of recent changes in the deployement strategy, such as changes in time between moves and no campufage. In September 0.—W respondent to Programs' (DG) Mobile Ground Systems. Also, a threat matrix set programs' (DG) Mobile Ground Systems. Also, a threat matrix prepared and sent to Affin for approval. By September, AFOTEC made no more questions, so 0.—AF considered the project over. 13

In November, AFOIE/OA initisted a new project on NS.
AFOIE requested coordination on subtass statements for the NS.
Comporation and the tide Corporation on subtass statements for the NS.
Comporation and the tide Corporation to perform various periods
the subtask statements, because it believed requirements could be
filled using Department of Defense resources without utilizing
contractors. In December, Capatin Kulm visited the It. Number
Tucson, Arizona, for discussion concerning DSP MSS location
tuccion, Arizona, for discussion concerning DSP MSS location
testing support for considerably less money than the contractor's
testing support for considerably less money than the contractor's
evaluation the best sorround. The December, Capatin Amy Could portion
that the property of the contractor's
evaluation the best sorround. The December, Capatin Amy Could provide
evaluation the best sorround. The

PLSS Jammer/SAM Data

In April, O.-AF supported AFOTEC/TEW by obtaining a detailed broadband jamming threat package to be used in Initial opporational test and evaluation (UT&C) of Precision Location Strike system (PLSS). Neetings were scheduled between AFOTEC test managers and FTO analysts to clear up problem areas arising during mEE planning. OL-AF set up methods for AFOTEC and the PLSS Special Products Office (SFO) to receive intelligence products Generally for AFOTEC and to support test planning activities. In August, AFOTEC/TEW was beginning to receive the mile ligence products, and OL-AF was monitoring to determine if September, the PLSS Jammer/SAM Data had been passed to the PLSS SPO, and OL-AF closed out the project.17

Review of IEEN TOPs

In August, OL-AF reviewed the Test Plan Outlines (TUPs) for the Joint Test of Identification, Friend. Foe, or Neutral (IFFM) and Joint Test of C3 Countermeasures, and it provided AF/IN'M concurrence with the plan as written. 18

JTIDS Threat Support

In Janarry, the AFOEC office of primary responsibility (DPR) for the Joint Tactical Information Distribution System (JTIDS) notified GL-AF that the OPR intended to use Radioelectronic Vilenzability Analysis (RVAM) methodology during Radioelectronic Vilenzability Analysis (RVAM) methodology during the Dased upon the OPR's knowledge of it. In February, the project was pleased on "hold" pending discussions between the AFOEC staff and AFIS/OL-AF to determine what the "real" intelligence requirements were in light of this new strategy. 19

The RAAN methodology required intense coordination efforts on the part of U.-AF and ARIS/INEG to ensure realistic scenario efforts on the part of U.-AF and ARIS/INEG to ensure realistic scenario and threat data development. They both closely monitored JTIDS OTAE efforts to ensure that accurate threat information was available as needed. Information was available as needed. Information was voiced to AFOTE/AF on the hardness and facilities of several AEU airfields. The accurate the control of the AFOTE/AF o

In October, OL-AF received a request to validate projected aggressor tactics for an upcoming portion of a JTIOS

test. Information was to be provided to INEG with follow-up formal request for approval of actual data. 21

Also, Major Puseman attended the JTIOS Electronic Marfare Subgroup meeting at Egilm AP3, 29 Movember. The prime thrust of the meeting was to seek agreement on threat scenarios to be submitted for Army and Afr Force approval. By the end of the year, all AFOECH, threat scenario guestions were informally MF/INEG response to the HITIG scenario. The test commanity was to have inputs in time for the test planning working group to meet in late January. 20

JTFP Evaluations

with regard to the Joint Tactical Fusion Program (JTFP). the Ft. Hood LOCE Test Team training was completed in February. The evaluation in Europe was to be done in two phases. 1) using the Army's Tactical Simulation to emulate system loading during a crisis period or war and 2) evaluate real world peacetime operations. The remote terminal for the Tactical Simulation was to be in place prior to the test in support of European Spring exercises. In March, Major Puseman went to Ramstein Air Base, Germany, as a member of the AFOTEC JTFP Test Team, During the OT&E effort, he monitored operations at the Ramstein AB Combat Operations Intelligence Center. Phase I OTAE objectives were limited because of problems with the Army's Tactical Simulator which was being used to generate scenario inputs. The majority of Phase II goals were met, with several equipment and operational improvements suggested by the exercise participants. The final detailed report was to be published in June or July, and no further AFIS support was needed.23

Computer System Security OT&E

In May, O.-AF provided the affiropriate AFOTEC office of primary responsibility all available threat data found and the DIA manual describing test plan requirements for computer system security DIEE. As of May, all available information had been passed to AFOTEC and the project closed. 24

SAM Operator Tactics

In January, Qu.-AF received a request for SAM operator tectrics, and Qu-AF sent a message to another AFIS operating location, Qu.-N, requesting the information, specific, SAM operating tectrics and operating procedures during an antiradiation missile (ASM) stated. The project was more involved than a sent and provided the sent of the project was more involved than a sent operating the sent

By May, the data provided was helpful, but not sufficient. By the end of the year, the AFIS/OL-N package had been sent, and the project was pending 2^5

Support for Simulator Requirements

In February, AFOTEC/MPO requested that OL-AF provided fedition support for simulator requirements, specifically, information on production, deployment, function, and numbers for three specific threat cytems in support of simulator (Sidn) for the range improvement program and desired threat information which OL-AF was working. In October, OL-AF personnel discussed tasking with FFO/SUER and FFO/TOC and ordered a current of document with provided some of AFOTE requested information, but the remaining requirements were not expected to be known until held and available data reviewed. In December, OL-AF was still awaiting the C3 document from FFO and the whole project was ongoing:



In September, 04-AF began working on a project on Infra (IR) didded Bomb Unit (80)-Ifs support. The test director requested assistance in evaluating intelligence support materials he was using in a test. In hovember, Major Fuseman held lengthy requirements and information availability. Answer to the test seen were critical inputs to the final report and were expected to affect production decisions. In December, Major Puseman talked with several analysts and project officers during a trip to Mashington, DL. Several test team questions were answered and unanswered at vear's end. 3d. A few areas of concern remained unanswered at vear's end. 3d.

Documents for AFOTEC/OAH

In November, tt. Col. Luciani of the neely formed AERONEO Life Support Systems Dirision (AEROTECMH) established contact with OL-AF so his division could receive current information on developments in the medical Field. OL-AF talked with FID/TOTR, which agreed to screen all related documents and end appropriate information to AFOTEC. At the end of December, which was also appropriate information to AFOTEC. At the end of December, its reference library. OL-AF coordinated with AFAL on the list, because some documents required SSO handling. OL-AF was still awaiting the listing of specific subject areas for FTD screening. 29

Laser Parameters Request

In August, OL-AF requested that FTJ provide parametric data for various lasers for own Level Laser Guided Bomb (LLLGB, vulnerability study. TTL responded q_ickly and completely, and UL-AF was able to close out the project.30

IR Maverick OT&L Support

In February, 6.-wf provided support for scenario development for the Infra Red (IR) Navertice Air-Lo-Ground Hissile (AGM, 455 final operational test and evaluation effort. AFICE required scenarios based on real target area terrain refaures. Extensive Coordination between 0.-AF, AFICE, and AF/ING resulted in enough detail to satisfy AFICE requirements. 3!

Throughout the year, O.-AF assisted with and waited for the final publication of lessons learned in Grenada in 1983. The Army had the required information. In December, the report was undergoing final review before distribution.³²

AFIS OPERATING LOCATION N AIR FORCE ELECTRONIC MARFARE CENTER KELLY AIR FORCE BASE. SAN ANTONIO. TEXAS

WO1221W

- By direction of the assistant chief of staff for intelligence (ACS/I), AFIS Operating Location (OL) N was responsible for the following:33
 - 1. Ensuring that intelligence collection requirements regarding Communist doctrine, concepts, tactics, and techniques for electronic countermeasures (ECM) were current, complete, and filed with the appropriate agency.
 - 2. Acquiring, analyzing, and assessing current and projected Communist ECM doctrine and tactics and the capabilities to apply the doctrine and tactics
 - and employment of new or modified Communist ECM systems to determine the threat to 2.S. systems under development or currently in the field.
 - 4. Producing finished intelligence scenarios and estimates concerning current and projected Communist ECM doctrine and tactics.
 - 5. Providing management assistance to producers and users of the USAF Electronic Combat Intelligence Support Jata Base and to agencies involved in development and operation of reprogrammable EC equipment.

Q.-h developed products such as threat assessments, scenarios, analyses, and estimates from all-source data regarding Communist EUM tactics, doctrine, concepts of operation, deployment and employment techniques, technical characteristics, capabilities for electronic counter-countermeasures (ECCM), and related command and control systems.

Functional Statement

The AFIS/O.-N operated in association with the Air Force Electronic warfare Center (AFEMC), a direct reporting unit of the Electronic Security Command, collocated with the command's headquarters at Kelly AFB, San Antonio, Texas. The AFEM provided electronic warfare analysis and support to Air Force elements. In

conjunction with AFEWC the O_L-N functional statement was as follows: 34

1. OL-N provided intelligence personnel for dedicated all-source intelligence management and analytical support to the AFENC's electronic warfare (EN) mission.

2. O.-N insured that information from operational documentation reports having direct impact on both Art Force and Department of Defense intelligence positions were provided to the appropriate agencies within the intelligence military services and DOD and national intelligence organizations.

3. 0.-h identified needs and provided preliminary documentation to support decompartmental extino of intelligence data to be released in support of AFEW Exactivities and responsibilities. In support of the AFEW Ex-Flagging concept, it initiated any follow-up actions required to confirm threat/parametric changes.

4. OL-N established and maintained procedures for resolution of critical intelligence issues which affected the AFEA mission. In conjunction with the AFEAC Threat System Division, it maintained a library of Ex related threat information and performed other Ek intelligence support activities as required by the Air Force Intelligence Service.

ORGANIZATION AND PERSONNEL

AFIS/OL-6 continued to function with two primary divisions: Threat Analysis Division and the Electronic Combat Intelligence Programs Division. There was also an Administrative Division within the organizational Structure, 35

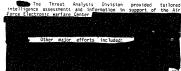
As of 31 December 1984, the manning strength of Ou-N was as follows:36

	AUTHORIZED	ASSIGNED	PERCENT
OFFICERS	10	11	110%
ENLISTED .	5	5	100%
CIVILIANS	_4	4	100%
TOTAL	19	20	105%

The key personnel for 1984 were as follows:37

POSITION	HAME AND RANK	FROM	<u>T0</u>
Chief	Col. Clinton M. Glenny	15 Aug 81	1 Aug 84
Chief	Col. Philip D. Carlson	27 Jul 84	to present
Deputy Chief	Lt. Col. Wayne D. Hardell	16 May 79	to present
Chief, Ek Ihreat Analysis Division	Man. David P. Enlog	28 May 82	to present
Chief, EC Intelligence Programs Division	Maj. Earl A. webb] Oct 80	to present

THREAT ANALYSIS



support to the Radio Electronic Combat Vulnerabilities Analysis program. 38

The following information presents a select cross section of the projects the Threat Analysis Division completed in 1984, 39

COMUNE Evaluation for the FIFF/F8-111 AFIS OL-N prepared a study of Soviets Surface to Air Missisles (SA), Airborne Interceptors (AIs) and Self Propelled Antiaircraft Artillery (SPAA) threats to the EFF/F8-111 OL-N derived its information from numerous DIA and FTD documents and some FTD initial system assessments. This project was tasked by AFEWC/SA for HQ USAF/RDP/RDD,40

Threat to Airborne Radar Jamming System

additional tasking was to provide them a depiction of Soviet employment/deployment of weapons across a "typical front"

Analysis Division provided various parametric data on selected Soviet 5.

Sovet Groundsted Jammers In the spring OL+ was given a copy of an In-house groundsted jammer document produced by ESC as a guick reference, for their analysis Ovision reviewed and wrote the document again using Air Force/DIA validated information, citing sources used. The document was revised by the division to contain accurate and current Sources. AFC 10-1 provided a copy to ESC for their use. 43

Arthorne Electronic Nepfare within Soviet Frontal Availation [EA] AFIS DLA Provided draft copies of this document to fig 3587/In86/Jhk and FID/SDEC on 27 July 1804. Comments were received from FID in the form of a corrected draft copy of the document in late-detober, and comments are not used to be revised from Gallery and comments from the Comments are not supported by the Comments of the Comme

AFEK Technical Review Board Mrs. Erma L. Luke beame a permanent sember of the AFF force Lietcronic kenfera Center's Technical Review Board (TRB), composed of the deputy director AFEK/SA (TRB chaffwam), senior representatives of AFEK/SA, ES, and EK, the AFEKK/SA division chief, and an AFIS OL-H representative. This board reviewed and approaches to studies and analytic tasks, valighted the methodology deed, and coordinated the final report. Electronic Combat (EC) Equipment Capabilities This AFEC Study, Mt 194, was an ongoing project that provides a qualitative, repeatable process for assessing the electronic combat (EC) capability of Air Force assess. AFIS OL-M provided detailed, valid data concerning Soviet land and afternate in the radio frequency (RF) and intrared (RM) range of the radio frequency (RF) and intrared (RM) range of the radio frequency (RF) and intra-decorated or the radio frequency (RF) and radio f

The major DH 1-84 taskings in 1984 were:46



Soyiet Instited Air Defense C3 This AFIS OLAstudy, 85-1 was stiffmlated by an AFEM/ER, (SIMAL)
requirement for data on the Soviet Integrated Air Defense
System (IAS). The document discussed the integration of the
various elements associated with an air defense system,
Emphasis was placed on the command, control, and
communications equipment and lims for AAA, SAM, surveillance
of the communication of the

EC INTELLIGENCE PROGRAMS

The Electronic Combat (EC) Intelligence Programs actively involved in 1) intelligence support to electronic warfare (EW) reprograming and 2) EW and communications, command and control countermeasures (CCM) systems development. A major effort was devoted to developing, writing, writing and the communications of the communications of the communication of the communi

requests generated by information contained in the Audit Data Base were sent to the appropriate Scientific and Technical (SUTI) Centers for analysis. The Programs Division also held analyst-canalyst exchanges in 1984 between SUTI analysts and the MAJCOM EW

reprogramming engineers and analysts concerning the EMIR Data base and the EM reprogramming process. Finally, the Programs Division initiated several programs to determine the applicability to EM reprogramming to systems currently being developed. 8

The following information discusses the significant activity of the EC Intelligence Programs Division during the year.49

USAF COCK Support Data Base AFIS O.-M was very involved in the program development of the USAF COCK Support Data Base. The Programs Division worked with personnel from the 41st Electronic Compact Squadron (ECS) on requirements they had for all personnel to receive data base training throughout the wear.

the division participated in various C3CM Support Data Base conferences and meetings

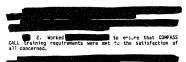
connection with the data base, the division also did the following-50

a. Worked with USAF/INYW to satisfy a 41st ECS requirement for data base training for 41st ECS personnel



Intelligence Support to COMPASS CALL
AFIS OL-N worked
The Programs Division
Ensure that COMPASS CALL training requirements were met.

Specifically, the division did the following:51



HSgt James M. Courtois was working with MC ESC/ADSS on a software package which would allow automatic matching of signal parameter goan or EUR, and the attender of this information automatically into the AGS

a Jintegrated Electronic Warfare System TRE INEMS program was a Joint Air Force and Mary program designed to produce an integrated electronic warfare system for combat aircraft of the 1990s.

Also, an Inche Joint Threat Coordinating Committee was established to identify a common INEAS Threat Data Base for use in system development. AFIS OL-h was a member of this committee and provided guidance for intelligence support.53

ECUM Morking Group The Electronic Counter-Countermanage ECCM enhancements for current and future USAF aircraft radars and missiles. Three subgroups were formed to address planning, engineering and intelligence. These subgroups were charded by AFVAUCO, AFVAUCO, afVAUCO, and AFVAUTO resubgroups were charded by AFVAUCO, afVAUCO, and a AFVAUTO resubgroups were intelligence Subgroup (IS/ECCHMG) was the USAF focal point for intelligence support for the ECUM development and reprogramming effort. As a member of this subgroup, AFIS OL-N provided guidance for intelligence support. 39

WORLDWIDE SERENE BYTE EXERCISE

accordance with AFR 55-90, "Electronic Warfare Policy." HQ USAY tasked the Air Force Electronic Warfare Center to conduct worldwide exercises of the process. HQ USAF/INYW/X0EO tasked AFIS 0L-N to provide intelligence support to these exercises.

to be the office of collateral responsibility for intelligence play in MMSBE 84-1.

AFIS (0.4) worked directly with the major commands and applicable unified commands developing the exercise plans and tasking. The air components exercised intelligence inputs reflecting nex EV intelligence support changes to their oplans. Overall their inputs were greatly improved over WKSE 83-1 and intelligence support to documenting EV eartise intelligence support requirements.

This was done to more accurately exercise the war tasking process and resulted in the unified commands getting a greater understanding of their air components EM intelligence support requirements. The coordination and tasking of the MAGEE 84-1 requirements resulted in unified commands efforts to develop their own EM intelligence support programs. Their air component's requirements set the baseline for these efforts to develop their own EM intelligence support programs.

EC, the

There was considerable intelligence operations play and interface at the squadron and Ming levels. Crew debriefings were improved, more complete, and provided much more data to the air component fusion cell. Most GALLANT EAGLE 84 air component EOB data resulted from these crew debriefing reports. On

As a result of MSSE 83, AFIS OL-N standardized LV intelligence support and reprogramming message titles. In MSSE 84-1, this standardization of message titles permitted the use of automated message handling equipment to prioritize messages and warn the intelligence or LW analyst that a message needing immediate action had arrived. This procedure speeded data flow since the analyst did not have to identify data by sorting through stacks of messages.56

AFIS O.-N and AFENC/EWO developed a computer automated capability for scripting WK958 84-1 exercise ELINT messages. Although last minute exercise data changes did affect this program, the players praised the MKGE 84 scripted messages as being more realistic contribution scientificantly to the exercise.

Deleted per 5 U.S.C. 552(b)(1)

AFIS OPERATING LOCATION ET ARMED FORCES MEDICAL INTELLIGENCE CENTER FORT DETRICK, MARYLAND

MISSIGN

The AFIS Operating Location ET, established in 1983, was attached to the Armed Forces Medical Intelligence Center (AFMIC). which was located at Fort Detrick, Frederick, Maryland, and which had the sole responsibility in the Department of Defense for the production of required general medical intelligence (GMI) and scientific and technical intelligence (S&TI). GMI was that medical intelligence which resulted from the collection, evaluation, analysis, and interpretation of current foreign information on physical and mental health, sanitation, epidemiology, environmental factors, and military and civilian medical capabilities. S&TI was that medical intelligence which resulted from the collection, evaluation, analysis and interpretation of foreign scientific and technical information, to include developments in basic and applied research including the life, bromedical, behavioral, social, and engineering science, Affil also administered the foreign medical material exploitation program, 66

ORGANIZATION AND PERSONNEL

Operating Location ET, consisted of two Air Force officers, Maj. Richard w. Bloom, clinical psychologist (AFSC 9186, and Capt. Robert C. Downs, physicist, (AFSC 2635). They were assigned to both AFMIC and AF/INET. 17

ACTIVITIES

One of the major projects the O.-ET staff worsed on during the year was the writing and coordinating of the revised draft of Air Force Regulation 200-3, "Medical intelligence in Support of Operations, Planning, and Research." Within the regulation responsibilities were delineated to the ACS/I, At year's end, the draft was still undergoing review. Because, At year's end, the draft was still undergoing review. Be

Clinical Psychology-Selected Activities

In connection with the clinical psychology areas of fearth, DL-EI accomplished numerous activities during its first full year of operation. Major Bloom was involved with the following selected activities: 69

krote approximately eighty medical intelligence

wires which were approved for dissemination. The topics covered military drug abuse, Dyschological warries, interrogation, psychopharmacological enhancement of military performance, cosmonate psychology, psychometric approaches to military selection, combat psychiatry, psychological analyses of politico-military decisionmaking, and deception planning

Wrote a study on foreign psychological warfare for the U.S. Army's Foreign Science and Technology Center's Army Scientific and Jechnical Intelligence Bulletin (ASTIB).

Provided briefings to the USAF Special Operations School supporting its regular courses on spechological operations (Joint Psychological Operations Course) and crisis response management (Joint Crisis Response Nanagement Workshoo). The latter dealt with psychological phenomena affecting military and politice-military crisis behavior and tachniques to shape these phenomena for optimal crisis management.

Briefed the deputy under secretary of defense for policy on the scientific basis of psychological operations/wartare and applications-including counterter-norism--during the lst worldwide PSYOP Conference.

Led an interagency working group on psychological operations/warfare and applications to counterterrorism. wrote a point paper on the working group's findings and presented it to representatives of the special advisory group of the deput, under secretary of defense for policy.

Became a member and consultant to the Director of Central Intelligence SECON working group on behavioral sciences directed towards the human element in national security. . . . Applications included decreasing incidence and prevalence specifies and or involuntary and voluntary and prevalence of the second security of the orogon of these borics.

Provided training and consultation to security adjudicators of AFIS/INSB and provided briefing for the recent worldwide Meeting of USAF adjudicators. Also provided quarterly training for interagency groups of adjudicators.

Provided behavioral advice to interagency staff (MSA, OSI, FBI, CIA) for selecting military personnel for missions of very high sensitivity affecting national security.

wrote and presented the weekly USAF Medical Blackbook to the AF/SG and staff. Co-coordinated the change in format to monthly briefings and presented several of these briefings.

Briefed the AF/SG and senior staff on psychological applications to counterterrorism.

Consulted for and briefed interagency groups on military deception.

Provided scientific critiques and input for DOD and USAF draft Psychological Operations master plans.

Provided liaison intelligence services aiding USAF medical readiness staff estimates of military medical requirements for the next twenty years.

Ed all-day working group and symposium (involving Soi, JSAF behavioral scientists) on Psychology of Terrorism at the annual JSAF Behavioral Sciences Symposium, sponsored by the Air Training Command.

Medical Physics-Selected Activities

uu-ET also accomplished numerous activities in connection with physics as applied to the medical intelligence field. Captain Downs was involved with the following selected activities: 70

Presented weekly Medical Blackbook to the Air Force surgeon general and his senior staff from January to September 1964. Coordinated a change in format for the Blackbook to comply with Six Fequest for monthly briefly rather than the written text. Monthly current medical moderate 1964 mgs were presented in October, Moreober, and Discober 1964 mgs were presented in October, Moreober, and Discober 1964 mgs were presented in October, Moreober, and Discober 1964 mgs were presented in October, Moreober, and Discober 1964 mgs were presented in October, Moreober, and Discober 1964 mgs were presented in October, Moreober, and Discober 1964 mgs were presented in October, Moreober, and Moreober 1964 mgs were presented in October, Moreober, and Moreober 1964 mgs were presented in October, Moreober, and Moreober 1964 mgs were presented in October, Moreober, and Moreober 1964 mgs were presented in October, Moreober, and Moreober 1964 mgs were presented in October, Moreober, and Moreober 1964 mgs were presented in October 1964 mgs were presented in October 1964 mgs were presented in October, Moreober 1964 mgs were presented in October 1964 mgs were presented in Octobe

Bulbored Defense Intelligence Agency study entitled "Bological Effects of honorouthee Electromagnetic Redution -turesian Communist Countries (Regiovaees and Micromaves) LUL: This study was a major analytical effort requiring several handred manhours of work to complete. It analyzed foreign research on biological effects of monitorizing electromagnetic resistation (ALDME), foreign safety standards excellination of NLPS.

Was an AFMIC member of two sub-committees of the Scientific and Technical Intelligence Committee -- the

Scientific and Technical Therma Applications Group (STTAG) and the Multispectral/Laser Applications Group (MSLAG).

Responded to nineteen Quick Response Tasks from various Defense Department agencies.

Wrote twelve AFMIC weekly Mire items, seven on laser applications, four on NIEMs applications, and one on space medicine. One item, entitled "Antipersonnel Laser Deployment (U)," generated interest among intelligence consumers and was used as a Current intelligence report in eArmy "Backtook" and the Afri Force "Blueline." This item far Side (with a malyst support) to AF/IMIT, AFMI, and the Army Side (WISH) and high support of AFMIC AFMIC ACCOUNTS also be briefed by the analyst to MG amberson (UUSDRE).

Developed and presented "Antipersonnel Radiowave Threat briefing on an expanded defense Intelligence Agency (DIA) speaking circuit. In addition to the five regular audiences (DIA-DT, Defense Advanced Research Projects Agency, Mational Security Council staff, and two Pentagon staff briefings), the briefing was also presented to: Keyworth, the president's advisor on Science and Technology; the President's Foreign Intelligence Advisory Board (PFIAB); the Subcommittee on Counterterrorism; the deputy commander of the J.S. Army Intelligence Agency; the commander of the U.S. Army Medical Research and Development Command; and staff personnel of the Naval Intelligence Support Command (NISC). On other occasions, the briefing was presented to the Triservice Electromagnetic Radiation Panel, the high Power Microwave weapon Concept Definition meeting, and to staff personnel of the Los Alamos National Laboratory, the Air Force Space Command, and the Uniformed Services University of Health Sciences.

Developed and presented "Antipersonnel Laser Inreal Porteing at the Sixth Annual Lasers on the Modern Battlefeld Conference, beld at Letterman Army Institute of Research, San Francisco, California. This briefing was also Research, San Francisco California and California This briefing was also Brooks AfB, Texas; the Triservice Meeting Office and Protection for Antrems Members at MPATS, Onicy the Movember meeting of the Joint Logistical Commanders Panel on Sattlefield Lasers; and staff personnel of the U.S. Army Armanent Research and Development Command, U.S. Army Manual California Califor

Developed and presented Antipersonnel Directed Energy Meapons Threat briefing for presentation to the

commander and staff of the Air Force Operational Test and Evaluation Center, the Air Force Weapons Laboratory, and the scientific advisor to the U.S. Army assistant chief of staff for intelligence.

Developed and presented a briefing entitled "Survey of Programs to Enforce Microwave Safety Standards" to the annual meeting of the Bioelectromagnetics Society in Atlanta, Georgia, and to the Symposium on Clectromagnetic Field Measurements for Hezard Assessment sponsored by the Environmental Protection Adenopy in Las Yosas, Newdao.

Presented a briefing on the organization and role of AFRL to staff personnel of the Aerospace Medical Resent Laboratory, the Aerospace Medical Resent Pachnology Division, the Air Force Space Latitude of Technology, the Air Force Space Leave Could be a Could be a support of the Air Force Lapsection and Safety Center, meadquarters Air Force Logistics Command, meadquarters Air Force Logistics Command, the Los Alamos Force Systems Command, headquarters Air Force Logistics Command, the Los Alamos Force Systems Command, the Los Alamos Force Command, the Los Alamos Force

Prepared the AFMIC input to "honloring Electromagnetic Radiation Inreat Statement being written by the Los Alamos hational Laboratory at the request of the U.S. Army Intelligence and Threat Analysis Center (ITAC).

Prepared talking paper on Medical Facilities
Intelligence for Brig. Gen. Sloan, the director of the
Directorate of Medical Plans and Resources (SGMR), Office of
the Surgeon General. The briefing was used at a meeting of
the Arr force command surgeons general.

with Major Bloom, prepared AFMIC response to AF surgeon general inquiry on AFMIC support of Air Force medical intelligence requirements. Assisted SGMR staff in preparation of Intelligence Production Requirements (IFMs) to formally express Air Force medical intelligence needs.

At the request of Dr. B. Smith, the scientific advisor to the U.S Army assistant chief of staff for intelligence, participated in a U.S. Army Laser Threat Evaluation meeting.

Provided input to the Department of the Navy concerning development of laser countermeasure requirements.

Presented briefings on Air Force participation in AFMIC and on the Antipersonnel Laser Threat to participants in the third class of the course entitled "Introduction to Armed Forces Medical Intelligence."

AFIS OPERATING LOCATION OL-F AIR FORCE TACTICAL AIR MARFARE CENTER EGLIN AIR FORCE BASE, FLORIDA

MISSION

The primary mission of Operating Location F was to provide all source intelligence for electronic swaffer and Cd Countermeasures to the JSFF Tactical Air Narfare Center (TANG), headquartered at Egin AFR, Florida. The TANK was responsible to all aspects of electronic combat activities and provided training nor all essects of electronic combat activities and provided training nor of Cd1 assets through Blue Flag exercises, incline provided real-time Cd training for battle staff personnel in realistic AMO, korean, and Southmeat Asian Secnations. ATS GL-F worked divertiy for AF/IMFs and assisted the TAMC staff in the AMO of the Cd1 and the Cd2 of Cd1 source threat data which affected the TAMC STAFF.

AFIS OL-F ABOLISHED

Effective 1 October 1984, the functions and resources of the Aris O.-f were transferred to JSAFTAMC. In essence then, AFIS O.-f was abolished.

The ACS/I. Major General Pfautz, explained the reason for the transfer to the commander of the Tactical Air Compand; 73

1. A 1979 Memorandum of Agreement (KMA), between Ff/18 monaroed cletronic marfare Operating Location (KMA), collocated cletronic marfare Operating Location (KMA), collocated the Collocation of the Colloc

2. An arbitrary manower reduction levide against our ATIS support element and the drawdown of ATIM's management headiguarters, caused us to undertake manorous initiatives to free us management and to an arbitrary support activities. The ATIM specific regard to the OL at Egite, we believe it can be abolished and the function interference and the ATIM specific regard to the OL at Egite, we believe it can be abolished and the function frameform thout, any degradation of mission. There are eight ATIS oillets in the EACL, plus one FAC clot. The ATIM section of TAIC for interprising outside the ATIM section of TAIC for interprising outside the ATIM section of TAIC for interprising outside the ATIM section.

agree, our respective staffs can work out the necessary details for an FY85 implementation. Request your comments and concurrence.

In response, General W. L. Creech, the commander of TAC, stated the following: 74

I fully concur with your proposal to transfer assets from AFIS Oct to the Tactical Air Warfare Center (TAWC). The O.'s support cure the past five years has Tactical Tectronic Narfare arena, and we look forward to the integration of this support into the TAWC intelligence staff.

As a result of TAC's concurrence, the transfer occurred as planned. With manpower considerations, FMPMP adjusted nWF manpower files for three officers, three enlisted, and two civilians. Seven intelligence individual mobilization augmentees, resr-vists, dedicated to AFIS 0.-F were also transferred on the AFIS centrally manager files to TAC effective fiscal year 1985. 75

The ACS/I's organization study team, headed by Major General John Patton, USAFR (Ratired), had recommended the abolition of OL-F. The Patton study stated the following: 70

VIEW OF PARENT COMPAND/COMPANDER: General Swalm, NAW-CZ, voticed his opinion by saying he thought there should be two options concerning the future of OL-f. The first option was to leave as it; the second was to give him the billets so he could ensure the believed the support provided by the OL was vital, but be believed as long as he was given the billets, the situation was workable. His primary concern, echoed by General Swalm, was that if the OL ceased to function, TAC/DP may not chop all of the biltets bect to TAWC, as to agreed in the MOM. He was also concerned about the the new people broker, TAMC/IM would not be able to continue the type of selective manning it has enjoyed under the OL umbrella.

VIEW OF OL COMMANDER: Very proud of the work his unit accomplishes. Knows his outfit is held in high esteem and believes justify so. Acknowledges the unit does much more work for TAC and TAMC than for Air Staff. Believes function(s) should continue. Would prefer AFIS tether, but work well in TAMC/IN. RECOMMENDATION: This OL should be abolished. The function should remain at Eglin. When the billed are transferred to TAC, it should be strongly recommended that the billeds and function remain in the at TAMC/IM, per the spirit of the agreement between General Creech and General Brown.

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1For a detailed statement of the AFIS mission see AFR 23-45 (U), "Air Force Intelligence Service (AFIS)," 10 Jun 74, SD 1.

Steid 2

31bid

4HCS/I was pronounced AKSE.

 $^5 \rm Organization$ Chart (4), Office of the Assistant Chief of Staff, Intelligence, AFISVA 11-2, 1 Apr 84, SD 2.

6JmCS/I was pronounced DAKSE.

 $^7 \rm Briefing$ Paper (4,, AFIS/M4, "Manpower and Organization," 16 Aug 85, SJ 3.

Star 18

⁹8rrefing Paper ..., AFIS/AC, "Comptroller," 16 Aug 85, Su

10Ibid.

4.

 $11_{\rm utr}$ (w,, AF/Ih to all AF/Ih-AFIS Elements, "Air Force Intelligence Service Management Survey," 7 Feb 84, SD 5.

12Ipid, Briefing (U., Maj Gen Patton, JSAF/IN(SA), 2 Nov 84.

13briefing (J), Maj Patton, USAF/IN,SA), 2 Nov 84.

"14Staff Summary Sneet (L) w. 3 Atch (J., AFIS/ML to AFIS/MS, "Dual-natting of Key Security and Communications Management Positions," 20 Sep 84, S. 6.

15Ibid.

165 taff Summary Sheet (L) w. 2 Atch (-), AFIS/MO to AFIS/Cv et al, "Request to Change AF/Ih-AFIS Command Relationships," 15 Nov 84, SD 7.

17-18_{1bid}.

"9tr (U., w. 2 Atch (U), AF/IN to All AF/IN and AFIS Elements, "Organizational Changes to AF/IN and AFIS," 19 Nov 84, 50 6.

208riefing Notes (U), AFIS Historian, Nov-Dec 1984.

21 Ibid.

22Oral History Intv (U), AFIS Historian w. Col. William B. Sherman, former AFIS/Cv, 23 Jan 85, files of AFIS/HO.

23_{1bid}.

24tr (J), AFIS/IMH to AFIS/CV, "AFIS-AF/IR Reorganization." 5 Der 84, 50 9. See also Memo (J), AFIS/IMH to AF/IMYK, "Staff Summary Sheet on AF/IR Force hanagement," 17 Jan 84, SD 10; Ltr (J), AFIS/IMH to AFIS/CV FIGS SDA Kampower Reduction (AFIS/CV Ltr, 11 December 1984, "18 Dec 44, SJ 11.

250ral History Intwo (J), ArIS Historian w. Col. william B. Sherman, former AFIS/Cv, 23 van 85, files of AFIS/HU. See also RE's position on the F165 campower cuts: Ltr (I), AFIS/RE to AFIS/Cv, "F185 SuA Manpower Aeduction (Your Ltr, 11 Dec 84," 7 Jan 85, SJ 12

26 I h 1 d

 $270 {\rm rai}$ History Intvw (u,, AFIS Historian w. Col. William B. Sherman, former AFIS/Cv, 23 Jan 85, files of AFIS/HU.

28Staff Summary Sheet (J) w. 2 Mtcn (U), "Establishment of AF/IN Force Management Activity," 20 Dec 63, SD 13.

 $^{29}\rm{hsg}$ (5), USAF/1G to All MAJCJM/SUR/CV et a), "Measures to Counter Terrorism (u,," 031850I feb 84, SD 14; hsg (5), USAF/INWR to ESC/KPP et al, "Physical Security (W," 0821007 Mar 84, SD 15; Ltr (U), AFIS/CV to 1100 SPS/CC, "Request for Security Survey," 29 Mar 84, SD 163.

 $30 \, \rm Ltr$ (U) w. 1 Atch (FOJO) and 1 Atch (U), AFIS/CV to AFIS/AC, "Information/Physical Security Working Group," 21 May 84, SD 17.

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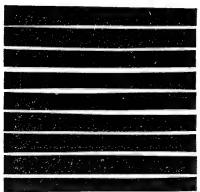
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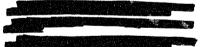
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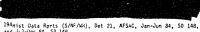
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MANPOWER AND ORGANIZATION DIVISION

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COMPTROLLER DIVISION

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ADMINISTRATION DIVISION

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END OF FOOTNOTES FOR AFIS SPECIAL STAFF

AFIS OPERATING LOCATION AF AIR FORCE OPERATIONAL TEST CENTER

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AFIS OPERATING LOCATION N AIR FORCE ELECTRONIC WARFARE CENTER

33 he segment on Operating occation N in this AFIS CV84 History was prepared by 1.4 Judith A. Mitchell. The AFIS/HO day some minor editing. See hist Data kprt (S/MF/AM), AFIS/OL-N, Jan-Dec B4, SD 497. For additional information on AFIS/OL-N see the complete set of OL-N Monthly Activity Reports (S/MF/AM), Jan-Dec 84, SD 498.

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AFIS OPERATING LOCATION ET

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AFIS OPERATING LOCATION OL-F AIR FORCE TACTICAL AIR WARFARE CENTER

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 $^{74}_{\rm t}$ tr (i), TAC/CC to USAF/IN, "Transfer of Electronic warfare function to the Tactical Air warfare Center (Your utr, 26 Jul 84)," 10 Aug 84, 3b 504.

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END OF FOOTNOTES FOR OPENATING LOCATIONS

APPENDIX 1

LINEAGE AND HONORS DATA

Unit Designation: Air Force Intelligence Service (AFIS)

Previous Designation: Same

Higher Headquarters: Headquarters United States Air Force

Commander: Brigadier General Paul H. Martin, 15 Feb 83 - Present

Vice Commander: Colonel William B. Sherman, 1 Nov B2 - Present

Assigned Units: Air Force Special Activities Center (AFSAC)

Operating Location - AF, Kirtland AFB, New Mexico Operating Location - N, Kelly AFB, Texas Operating Location - M, Alexandria, Virginia Operating Location - ET, Fort Detrick, Maryland Operating Location - S, Suitland, Maryland

Assigned Units Lost:

Operating Location - F. Eglin AFB, Florida

Units Attached: None

Attached Units Gained or Lost: None

Station: Fort Belvoir, Virginia

Aircraft flown: None

Awards and Decorations: Air Force Organizational Excellence Award for period: 1 Reb 80 - 31 Jan 82

(Auth: 50, Hg USAF, 68-455, 14 Jul 82)

Emblem: Same

GLOSSARY

AAA	Anti-Aircraft Artillery
ABCCC	Airborne Battlefield Command and
	Control Center
ABS	Airbase Survivability
AC	Comptroller Division
ACDA	Arms Control and Disarmament Agency
ACSC	Air Command and Staff College
ACS/I	Assistant Chief of Staff, Intelligence
AD	Area Director; Armament Division
AUB	Audit Data Base
ADCOM	Air Defense Command
AJP	Automated Data Processing
ADPE	Automatic Data Processing Equipment
ADPS	Automated Data Processing System
ADS	Automated Data System
AEM	Area Enlisted Advisor
AEDC	Armold Engineering Development Center
AF nA AF a LTC	Air Force Audit Agency
AFAITC	Armed Forces Air Intelligence Training
AF who	Center Air Force Achievement Medal
AFB	Air Force Base
AF LC	Air Force Commendation Medal
AFE WC	Air Force Electronic warfare Center
AF E WES	Air force Electronic warfare Evaluation
PO ENCO	System
AF IR	mir Force Intelligence Reserve
AF IS	Air Force Intelligence Service
AFISC	mir Force Inspection and Safety Center
AF I T	mir Force Institute of Technology
AFLC	Air Force Logistics Command
AFMEA	Air Force Management Engineering Agency
AFMIC	Armed Forces Medical Intelligence
	Center
AFMPC	Air Force Manpower and Personnel Center
AFOSI	Air Force Office of Special Investiga-
	tions
AFR	Air Force Regulation
AFRES	Air Force Reserve
AFSAC	Air Force Special Activities Center
AFSARC	Air Force System Acquisition Review
	Council
AFSC	Air Force Specialty Code; Air Force
	Systems Command
AFSSO	Air Force Special Security Office
AFTEC	wir Force Test and Evaluation Center

Air Ground Operations School AGOS AT Airborne Intercept ATRA Air Attache AIRES Advanced Imagery Requirements and-Exploitation System AJCC Alternate Joint Communications Center A_C Air Logistics Center A_O Airlift Division AMHS Automated Message Handling System ANG Air National Guard AOT Area Operations and Training Officer Advanced Personnel Data System APRIS APO Area Personnel Officer Arrman Performance Report APR Area Performance Report (Reserve. ADO L Area Requirements and Products Status ARAPS AH! area Reprogramming Capability ARECOS armed Forces Courser Service AP15 Advanced Range Instrumentation Ship Air Reserve Personnel Center ARFC Aerospace Rescue and Recovery Squadron ARR a Aeronautical Systems Division ASΓ ASE Advanced Sensor Exploitation Administrative Support Group ASi ASP Area Specialist Program ASTIAL Advanced Scientific and Technical Intelligence Analyst Course ASTRA Air Staff Training Program Advanced Tactical Aircraft Protection ATAPS Automatic Digital Network AUTODIA. Airborne warning and Control System Awar S AwC Air war College 840 basic Allowance for Quarters RETA Battlefield Exploitation and Target Acquisition * Base Information Transfer Center RITC 804 Board of Advisors BRIG GEN Brigadier General (0-7) CAENIS Computer Aided Electronic Warfare Information System CAPI Captain (0-3) Computer Aided Tactical Information CATES System Combined Air Warfare Course CAVC Consolidated Base Personnel Office CSPO Longander CCA MODE, 204 A Commercial Data Base Management System C3 Command, Control and Communications

C3CM	Command, Control, Communications and Countermeasures
C3I	Command, Control, Communications and Intelligence
CC&D CC&D TRG	Concealment, Camouflage and Deception Concealment, Camouflage and Jeception Technical Review Group
CCPC CCPO	Critical Collection Problems Committee
CCTC CEG	Command Control Technical Center
01	Combat Effectiveness Group Counterintelligence
Ğİ _B	Central Intelligence Agency
CIK	Continuing Collection Requirement
CISPC	Combat Identification System Program Office
CIK	Configuration Management - Identifica-
	tion and Control of Software Changes/ Developments,
CMLS	Command Manpower Data Syster
CMSuT	Chief Master Sergeant (£-9,
CNwJI	Critical Nuclear weapons Design Information
Cu16	Combat operation Intelligence Center
COLVS	Community On-Line Intelligence System
CGL	Colonel (G-6)
CGNIN"	Communications Intelligence
COMPES	Contingency, Operation, hobility,
	Planning and Execution System
COMSEC	Communications Security
COMPLANS	Concept Plans
CONUS CPAS	Continental United States Livilian Potential Appraisal System
CPut	Command Publications Distribution
SPUG	Center
CPC	Civilian Personnel Office
CPSS	Contingency Planning Support and
CPX	Systems Command Post Exercise
CRTIC	Critical Intelligence Communications
CRPC.	Consolidated Reserve Personnel Office
CRT	Cathode Ray Tube
CSAF	Chief of Staff, Air Force
CSP	Communications Support Processor
CSS	Central Security Service
CSSP	Combined Services Support Program
CTF_168	Commander Task Force 168
C-81C	Common beer Baseline for the Intelli- gence Community
Cv	Vice Commander
•	

CY	Calendar Year
DA.	administrative Division
DACP	Deserving Airman Commissioning Program
DACS/I	Deputy Assistant Chief of Staff, Intel-
Dr. 0.57 2	ligence
DAFSC	Outy Air Force Specialty Code
DAU	Defense Attache Office
DAR	Data Automation Regulrement
DARPA	Defense Advanced Research Project
	Agency
DAS	Defense Attache System
DATT	Defense Attache
DBM	Data Base Manager
D8 4S	Data Base Management System
D8 =	vecibal watt
DCn	Defense Communications Agency
DCI	Director of Central Intelligence
Lim	vefense Intelligence Agency
DIAULS	Defense Intelligence Agency un-Line
	System
010%	Deployable Intelligence Data mandling
0.7.0	System
DIS	efense Intelligence School; defense
	Intelligence Service; Defense Investi-
Di. end	gative Service
DL I	Defense Language Aptitude Battery Defense Language Institute
DL IFLC	Defense Language Institute Foreign
BETFEC	Language Center
Dries	Defense Mapping Agency
00.0	Department of Defense
DOGAAL	Department of Defense Activity Address
******	Directory
211000	Department of Defense Intelligence
	Information Systems
DP	Director of Personnel
DPC	Civilian Personnel Division
DRU	Direct Reporting Unit
DSARC	Defense System Acquisition Review
	Council
BZG	Jefense Service Board
DS£1C	vepartment of Defense Strategic
DSSCS	Debriefing and Interrogation Course
DTS	Detached Training Site
DYOB	Dynamic Order of Battle
EAP	Emergency Action Procedures
EC	Electronic Combat
ECCM 1333	Electronic Counter-Countermeasures
ECM	Electronic Countermeasures
EC13	Electronic Combat Instructor School

ECP	Electronic Compat (Instructor, Pilot
ECS	Embedded Computer
	ystem
ECTEU	Electronic Combat Threat Environment
E&E	Description Evasion and Escape
EEI	Essential Elements of Information
EC	Electronic Combat
ELINT	Electronic Intelligence
ELNOT ELTEC	Electronic Intelligence Notation Technical Electronic Intelligence
EO	Executive Order
ĔP.	ELINT Parameter Limits List
ERAUCON	Electronics Research and Development
	Command
EMP ESAM	Effective Radiated Power European Special Activities Area
ESC	Electronic Security Command
ESM	ilectronic Support Measures
Ē*	Electronic warfare
En/GAS	Electronic warfare in Close Air Support
EmIR	Electronic warfare Integrated Kepro-
Fw18C	gramping Electronic warfare Integrated Repro-
0.02.0	gramming Concept
Ew1RD6	Electronic Warfare Integrated Kepro-
	gramming Jata Base
EWOLS	Electronic warfare Open Loop Simulator
EWRC	Electronic warfare Reprogramming Concept
EXPLANS	Exercise Plans
FAM	Federal Aviation Agency
FALX	rriendship Annex
FASCAP	Fast Capital Payback Program
FBIS	Federal Bureay of Investigation Foreign Broadcast Information Service
FEMA	Federal Emergency Management Agency
FEP	Front-End Processor
FIAT	Functional Intelligence Augmentation
	Team
FLT FMB	Flight Financial Management Board
FME	Foreign Material Exploitation
FMI	Functional Management Inspection
FOC	Final Operational Capability
FOIA	Freedom of Information Act
FORSIZE FOT&E	Force Sizing Follow-on Operational Test and Evalua-
10101	tion
FOUC	For Official use Only

FP	Financial Plan
FR	Federal Research Division, Library of
	Congress
FSTC	Foreign Science and Technology Center
FTD	Foreign Technology Division
Firem	Fraud, Waste and Abuse
FHG	Financial working Group
FY	Fiscal Year
GAO	Government Accounting Office
GCI	Ground Control Intercept
GDIP	General Defense Intelligence Program
GE». GLCM	General Effectiveness Model
GI-	Ground Launched Cruise Missile General Managers
Grees	General Manager Appraisal System
Guću	Government Controlled-Contractor
4000	Operated
GS	General Schedule; General Staff
G.F	Green Flag
GSFG	Groups of Soviet Forces, Germany
GS	seographically Separated unit
HAC	House Appropriation Committee
HAT	numan Resource Intelligence (HUMINT)
	Augmentation Team
nF	Nigh Frequency
HMTC	HUMINI Managers Training Course
HO	history Office
н01	Headquarters Operating Instruction
HQ.	headquarters
HSS	headquarters Squadron Section
HTS ₄	nost Tenant Support Agreement
HyNINT	Human Resource Intelligence
HZ	hertz
IHDS	Integrated Air Defense System
IAF	Indian Air Force
IAS ICB/	Interactive Applications System Inter-Continental Ballistic Missile
100°	Intelligence Career Development Program
12CM	Improved Intercept and Countermeasures
1CR	Intellatence Collection Requirement
IDHS	Intelligence Data Handling System
IDHS-80	Strategic Air Command (SAC) Intelli-
10/10/00	gence Data Handling System for the 80s
IDMSC-II	Intelligence Data Handling System
	Communication II
IDT	Inactive Duty Training
16	Inspector General
Ihu	Individual Mobilization Augmentee
INF	Intermediate Range Nuclear Forces
In0	Jirectorate of Operational Intelligence

INOI	Intelligence Operational Instruction
INS	Directorate of Security and Communica-
	tions Management
INTRO	Individualized Newcomer Treatment and
	Orientation Program
IOTEE	Initial Operational Test and Evaluation
IPAC	Intelligence Center Pacific
IPO	International Pact Organization
IPR	Intelligence Production Requirement;
	Intelligence Production Report
IIR	Intelligence Information Report
IRBM	Intermediate Range Ballistic Missile
IRF	Intelligence Reserve Forces
IRIS	Intelligence Reserve Information System
ISSA	Interservice Support Agreement
l&n	Indications and warning
Inc	Indication warning Center
JKROL	Joint Allied Refugee Operation Center
JCS	Joint Chiefs of Staff
JCS*	Joint Chiefs of Staff Memorandum
JMEM AS	Joint Munitions Effectiveness Manual/
10.4	Air-to-Surface
JPAS	Job Performance Appraisal System
JSIN	Joint Service Interrogation Wing
JTFP	Joint Tactical Fusion Program
JTF18	Joint Tactical Fusion Test Bed
KB KCG1C	Knowledgeability Brief
KCOIC	Korean Combat Operations Intelligence Center
LLLGB	Low Level Laser Guided Bomb
_OC	ines of Communication
LUCE.	Limited Operational Capability Europe
30.4	Letter of Evaluation
LTC	Lieutenant Colone) (0-5)
LT COL	Lieutenant Colonel (U-5)
MA	Mobilization Augmentee
MAC	Military Airlift Command
MANFOR	Manpower Force
MAJ	Major (0-4)
MAJCOM	Major Command
MASS	Missile and Space Summary
MAN	Military Airlift Wing
MAXI	Modular Architecture for Exchange
	Intelligence
M-Day	Mobilization Day
MC&G	Mapping, Charting and Geodesy
MEFPAK	Manpower and Equipment Force Packaging
	System
ME I	hanagement Effectiveness Inspection
MEP	Management Engineering Program
-	1 -y 2

NFP	Major Force Program
MGT	Mobile Ground Terminal
MIA	missile Intelligence Agency; Missing-
	In-Action
MILSATCOM	Millitary Satellite Communications
MILSTAR	Military Strategic, Tactical and Relay
*****	Satellite
MIM MIS	Master Interpretation Module
M()	Management Information System
MOTC	Manpower and Organization Division
MOJ	Military Operations Training Course
MPA	Memorandum of Understanding Military Personnel Appropriation
MPC	Military Personnel Center
MSF	Mission Support Facility
MSGT	Master Sergeant (E-7)
MS14	Meritorious Service Medal
Mex	Rissile-X
NARS	hational Archives Records Service
NAT.)	North Atlantic Treaty Organization
NCA	wational Capital Area; National Command
.,	Authority
ACB	Non-Communist Bloc
NUD	National Collection Division
NCO	Moncommissioned Officer
NCJA	Noncommissioned Officer Academy
NCG1C	Noncommissioned Officer in Charge
NCOLS	Noncommissioned Officer Leadership
	School School
NER	hational Capital Region
ND _M	Nondisclosure Agreement
NF IB	National Foreign Intelligence Board
NIE	Mational Intelligence Estimate
NOINON	wational Operations and Intelligence
	watch Officers_Net
NIPS	National Kilitary Command Center Infor-
	mation Processing System
NISC	Naval Intelligence Support Center
NISSTR	National Intelligence Systems to
	Support Tactical Requirements
NM1C	National Military Intelligence Center
NONEAD	Non-Extended Active Duty
NPIC	National Photographic Interpretation
****	Center
NPS	Naval Postgraduate School
NSA NSC	National Security Agency
	National Security Council
NSR. GA	Hatronal SIGINT Requirements List
OR OR	Obligation Authority
O6AhS	under of Battle
ounits.	Sperating Budget Account Numbers

OBKC	Operating Budget Review Committee
OCPO	Office of Civilian Personnel Operations
0ER	Officer Efficiency Report
01	Operating Instruction
010	Officer in Charge
015	Office Information System
037	On the Job Training
0Ł	Operating Location
0&4	Operations and Maintenance
OMB	Office of Management and Budget
ONC	Jccupational Measurement Center
OMSP	Official Mail Stamp Program
OPEL INT	Operational Electronic Intelligence
OPLANS OPR	Operational Plans
OSAF	office of Primary Responsibility
USHF	Office of the Secretary of the Air
osc	Force
05D	organizational Structure Code
05 I	Office of the Secretary of Defense
3370	Office of Special Investigations
015	Operational Test and Evaluation Officer Training School
1270	over the Shoulder Inspection
PA	Public Affairs Jffice
PACAF	Pacific Air Force '
PAS	Personnel Accounting System
PCS	Permanent Change of Station
PEM	Program Element Monitor
PF I-sp	President's Foreign Intelligence
	Advisory Board
PI	Photo Interpreter (Interpretation,
PK	Probability of Kill
PLSS	Precision Location Strike System
PM _L	Programmed Management Directive
PML	Professional Military Education
PhS	Pipeline Manadement System
POS	Point of Contact
POM	Program Objective Memorandum
POw	Prisoner of war
PRC	People's Republic of China
PRI	Periodic Request Investigation, Pulse
DEWOD	Repetition
PSYOP	Psychological Operation
QC COTAC	Quality Circle; Quality Control
Q0T&E	Qualitative Operational Test and
051	Evaluation
RADC	Quality Salary Increase
RAF	Kome Air Development Center
RAD	Royal Air Force Research and Development
nav.	vesearch and next tobustic

SMP # SMS #T SNIE SAC

RDARFOR Rapid Deployment Air Force Forces REJITE Rapid Deployment Joint Task Force ROTAF Research, Development, Testing and Evaluation REC Radio Electronic Combat REDCOM Readiness Command REMADIS Requirements Management and Distribution RF Radio Frequency SIE Reduction in Force 2MS Resource Management System POP 4 Reserve Officer Promotion Act POTC Reserve Officer Training Corp DD Requirement Plan RPA Reserve Personnel Appropriation 81. Reconnaissance Technical group R wR Radar Warning Receiver SAC Strategic Air Command Smin Studies Analysis and Gaming Agency SAH Surface to Air Missile SAM! Systems Acquisition Management System Sa. Special Activities Office SAS SIGINT Aerospace Summary SHUSUN SIGINT Aerospace weapons Summary SH. Special Background Investigation SCI Sensitive Compartmented Information SCIP Sensitive Compartmented Information Facility SOR Source Directed Requirement Southeast Asia SEC0* Security Committee StI Specific Emitter Identification SERE Survival, Evasion, Resistance and Escape SERENE BYTH 56* Sergeant (E-4) ŠI Special Intelligence STADS Soviet Integrated Air Defense System Signal Intelligence SIGINT Statement of Intelligence Interest SIMVA. Simulator Validation Senior Intelligence Officer SIDP Single Integrated Operation Plan Soviet Military Concepts SMC Soviet Military Power Days SMPO

Soviet Military Power Week Senior Master Sergeant (c-8) Special Mational Intelligence Estimate

Senarate Operating Agency

SOLARS-1	Strategic Air Command (SAC, On-Line
300.113 1	Analysis and Ketrieval System
SOLIS	SIGINT On-Line Intelligence System
Sun	Statement of Operational Need
SUS	Squadron Officer School
SO _W	Statement of work
SPACECOM	Space Command
SPECAT	Special Category
SPOER	Special Operational Electronic Intelli-
	gence Requirements
SRA	Senior Airman (E+4)
SRC	Syracuse Research Corporation
SRV	Socialist Republic of Vietnam
SSGT	Staff Sergeant (E-5)
550	Special Security Office
S&T	Scientific and Technical
S&T1 STMR	Scientific and Technical Intelligence
START	System Threat Assessment Report
STIAIC	Strategic Arms Reduction Talks
PLIMIC	Scientific and Technical Intelligence
e u	Analyst Introductory Course
SuMu TAE	System update Missionization Study
TAE	Tactical wir Command
	[actica] Air Force
TAR TASS	Threat Assessment Report
TAREX	Soviet News Agency
TON	Target Exploitation
TDAE	Tactical Air Warfare Center
Toy	Tactics/Doctrine Test and Evaluation
TEC	Temporary Duty
720	Technical, Educational and Career
TF D	Development
TERC	Threat Environment Description
TESS	Tactical Electronic Reconnaissance Tactical Air Warfare Center Electronic
1633	warfare integfated Reprogramming
	System, Technical Electronic Intelli-
	gence (ELINT) Support System
TFECIC	Tactical Fighter Electronic Combat
	Instructor Course
TMD	Transportation Management Office
T05	Total Obligation Authority
TPFUD	Time Phased Force Deployment Jata
TR	Transportation Request
TSCA	Top Secret Control Account
TSCO	Top Secret Control Officer
TSGT	Technical Sergeant (E-6,
TSWG	Threat Simulator Working Group
TTW	Technical Training wing
TeG	Threat Working Group

YĐ

7111 ...

JEMOD Unintentional Frequency Modulation on Pulse CIMIL Unit Manpower Document 2.911 Unified and Specified (in terms of command) USA United States of America: United States Army HEAF United States Air Force HSAFF United States Air Force in Europe HSAF INTEL United States Air Force Intelligence USALCS U.S. Army Intelligence Center and School 1 HSAMIA U.S. Army Missile Intelligence Agency LSEC Micro-Seconds USA United States Navy UTC unit Type Code UV unit Vacancy WAPS weighed Airman Promotion System WHY washington Navy Yard WR-ALC warner Robbins Air Logistics Center HRM. war Readiness Material JESTO Headons and Space Systems Intelligence

Committee

Plans Division

Greenwich Mean Times

AFIS CY 1984 HISTORY ABSTRACT

CHAPTER I MISSION, ORGANIZATION, AND COMMAND

(U) Two AFIS units abolished: Logistics Division and Operating Location F. Key leadership continued in command positions except for AFSAC vice commander. AFIS manning strength at 876. AFIS Management Survey underway. Security working group established. AFIS IG conducted 5 MEIs and 10 OTSIs. No FM&A disclosures. Seven reportable mishaps occurred. Senior enlisted advisor represented ACS/1 on panels and staff assistance visits.

CHAPTER II INTELLIGENCE OPERATIONS

DIRECTORATE OF OPERATIONAL INTELLIGENCE





CHAPTER III

INTELLIGENCE EDUCATION AND TRAINING

DIRECTORATE OF JOINT SERVICES SUPPORT



Photocological Property of the Control of the Contr

DIRECTORATE OF ATTACHE AFFAIRS

I'un nominated officers and enlisted personnel to DIA. Selection penels used. Selection criteria listed. Selection statistics nomities, the provided training for attached designates. On language use considered. Alm provided on station support from language use considered. Alm provided on station support from language use considered. Alm provided on station support from language users the selection support from the selection of the selection support from language the selection. Staff visits made to DAGS, incontine support from the selection from the selection support from the selection from the s

CHAPTER IV INTELLIGENCE SUPPORT

DIRECTORATE OF SECURITY AND CUMPUNICATIONS MAKAGEMENT

Director and deputy director of INS dual-hatted as assistant and deputy assistant AF/INS. Positions realigned and

upgraded. Project NOT affected IAS. Personnel security statistics compiled. Polygraph use tested. For casse? closure authority rescinded. Limited TS clearance authority denied. Conversion to 46 cystem undersy. DSN-III interpreted. USSFINTEL regulations consolidated. Effort made to stem unauthorized disclosures. Inspections conducted and inspection project attempthened. Security incidentifying other projects and the project of the conference supported. NEXMOSI terminations of the conference supported. NEXMOSI terminations are conference supported.

DIRECTORATE OF INTELLIGENCE RESERVE FORCES

As of 1 Oct 84, 1,911 authorized IMA positions existed. No remote flights etablished. Assessment of IARP personnel occurred. USC 678 positions established. Statistics on annual special fourth complete, Annual and allocated and reduced. In the state of the state

DIRECTORATE OF PERSONNEL

Dorganized into 2 divisions. Education and framing training companies, intelligence training programs promoted. Some problems companies and enlisted manning recurrence. Promotion statistics compiled. Okx, APR, and decoration statistics compiled. Compatibility initiative underway between the Dob ICOP and Arr Force, DNAJSO reviewed. Over-day, OPA evaluation of UPC. New civilian incompile and statistics compiled. DM anapped of dottional programs.





AFIS SPECIAL STAFF

AFIS Logistics Division merced with AFIS Plans and Programs Division, AFIS/XP responsible for GDIPP, POM, HO USAF PAU 84-1, SOCs, SONs, and Plans, FIAT plan unsuccessful, coordinated Project MOVE, facilities improvements, and support agreements. AFIS/MU coordinated and approved reorganization activity and conducted manpower studies. wAMG equipment installed, Budget activity centered on Financial Plan, Operating Budget, GDIP, and POM. Accounting and finance actively centered on contract supervision, ICF management, funding messages, and IG inspections. Metered mail expenses declined. AFIS/UA responsible for administrative communications, documentation managements, FOIA, Privacy Act, publications management, systems management. ISPM, and vehicle control. Fight Intelligencers were published. at a cost of \$2.52 each.

CHAPTER VII AFIS Operating Locations



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